

KY COUNCIL ON POSTSECONDARY EDUCATION WORK SESSION & CAMPUS SPOTLIGHT



March 30, 2023 – 2:00 p.m. ET

Eastern Kentucky University, Richmond – Powell Student Center Rm 219

I. Welcome Remarks (2:00-2:05)

II. Statewide Strategic Agenda Discussions with Campus Presidents

- A. Western Kentucky University (2:05-2:35)2
- B. Kentucky State University (2:35-3:05)28

Break (3:05-3:15)

III. Statewide Strategic Discussion: Focus on Value (3:15-4:15).....42

- A. Objectives, Strategies, and Data for Value
- B. Higher Education Matters Campaign Update
- C. Statewide Communication Strategies

Break (4:15-4:30)

IV. EKU Spotlight and Campus Tour (4:30-6:00)73

Location: Campus-wide by bus/coach

V. Networking Reception for the Council and EKU Leadership Team (6:30-8:00)

Location: University Club at Arlington, 1510 Lexington Road, Richmond, KY 40475



2022-30 STATEWIDE STRATEGIC AGENDA

INSTITUTIONAL UPDATE

Western Kentucky University

March 30, 2023



Affordability



Transitions



Success



Equity



Talent

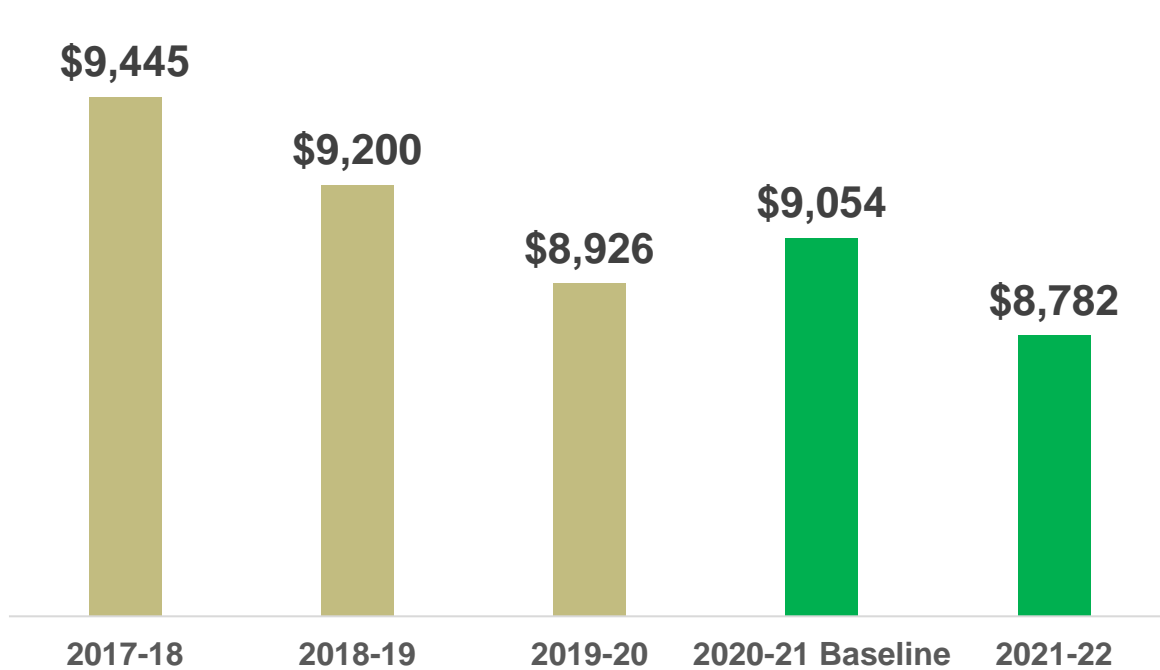


Value

KEY PERFORMANCE INDICATORS -- AFFORDABILITY

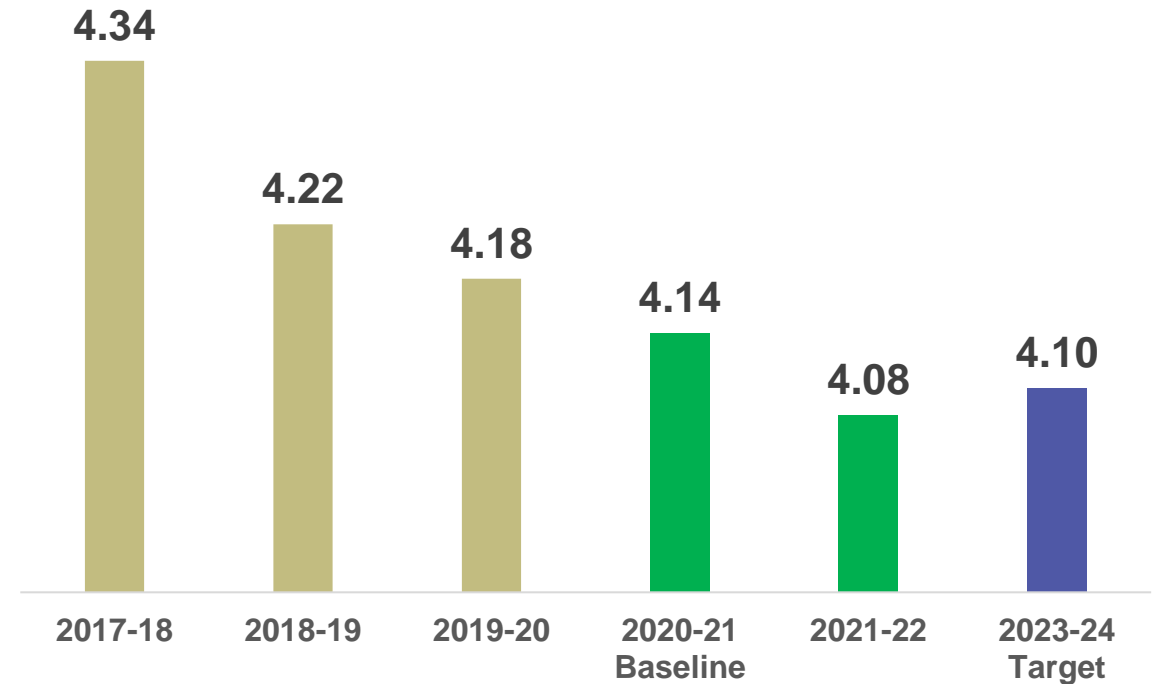
Unmet Need:

Average amount students must pay out-of-pocket after all financial aid and expected family contributions



Time to Degree:

Average number of academic years students are enrolled prior to undergraduate degree completion



WKU'S KEY STRATEGIES ON AFFORDABILITY

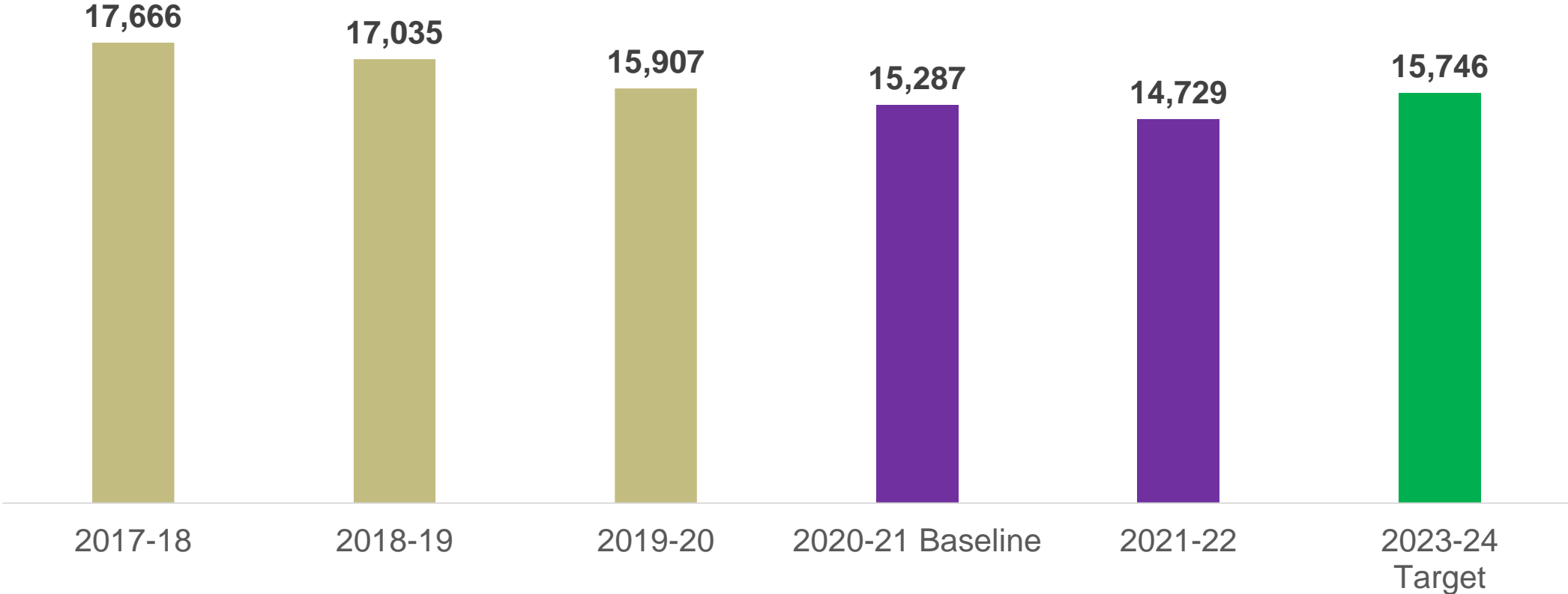


- Incorporate student need & other factors in financial aid decision-making
- Moderate tuition and fees increases
- Reduce campus expenses and cost increases
- Provide informational resources and advising
- Enhance FAFSA completion
- Improve information flow and quality with college access professionals

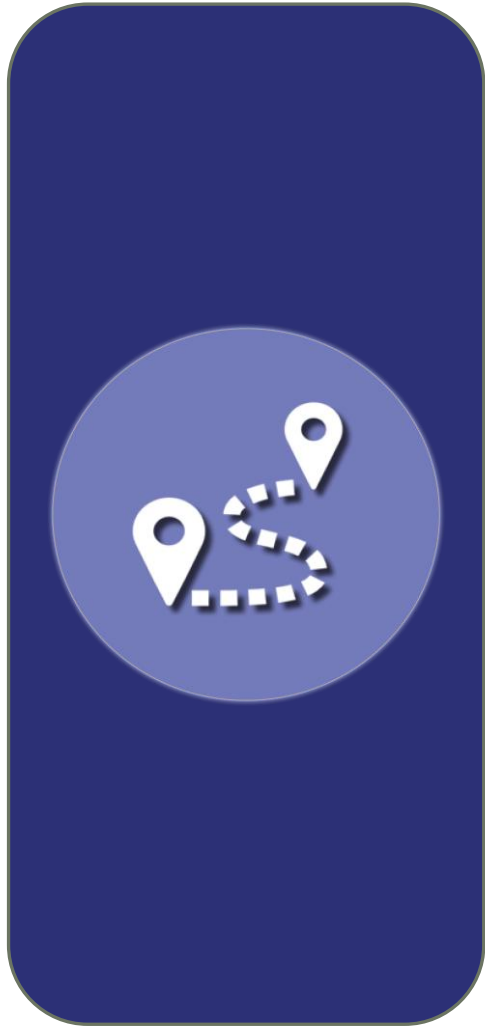
KEY PERFORMANCE INDICATORS -- TRANSITIONS

Undergraduate Enrollment:

Total unduplicated number of students who enroll in an undergraduate program offered by one of Kentucky's public colleges or universities in an academic year, either full-time or part-time.



WKU'S KEY STRATEGIES ON TRANSITIONS

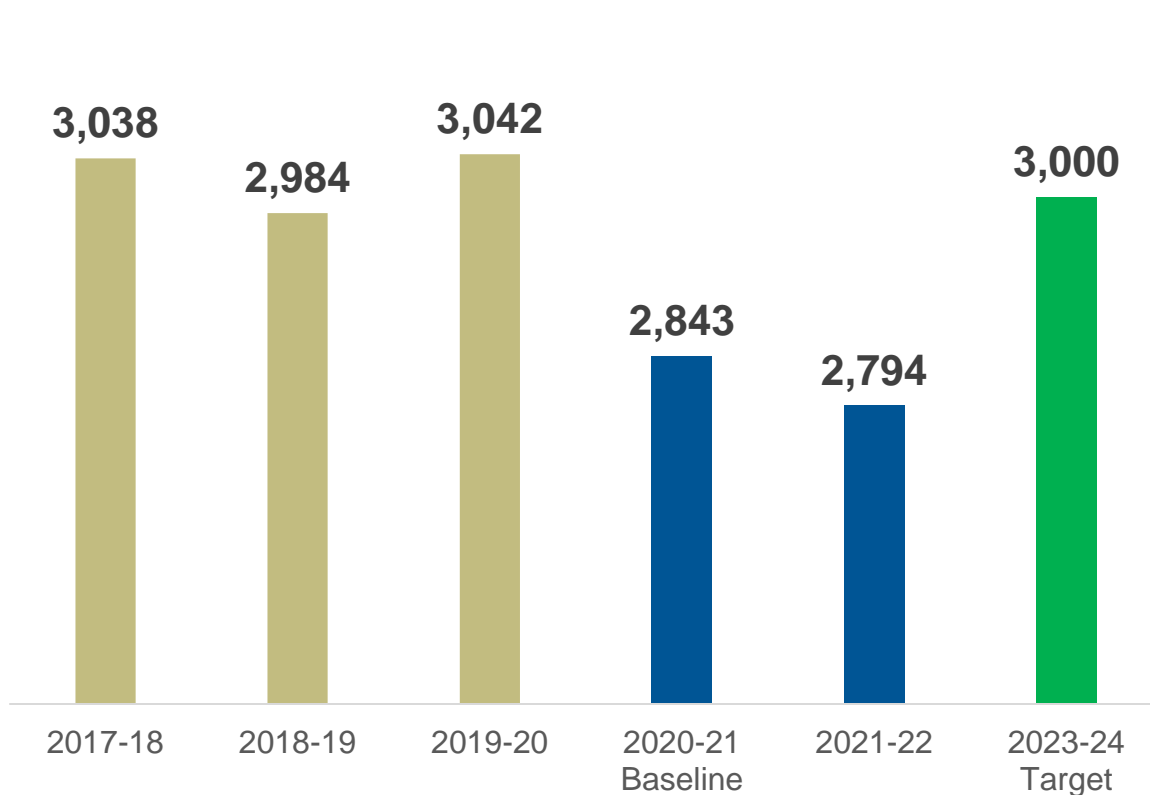


- Create opportunities for high school and high school graduates to prepare for college at WKU
- Facilitate virtual access to WKU for college and career exploration
- Provide regular contact mechanisms with high schools and community colleges
- Create targeted recruitment strategies for type of student and enlist assistance of alumni
- Streamline and simplify admission procedures

KEY PERFORMANCE INDICATORS -- SUCCESS

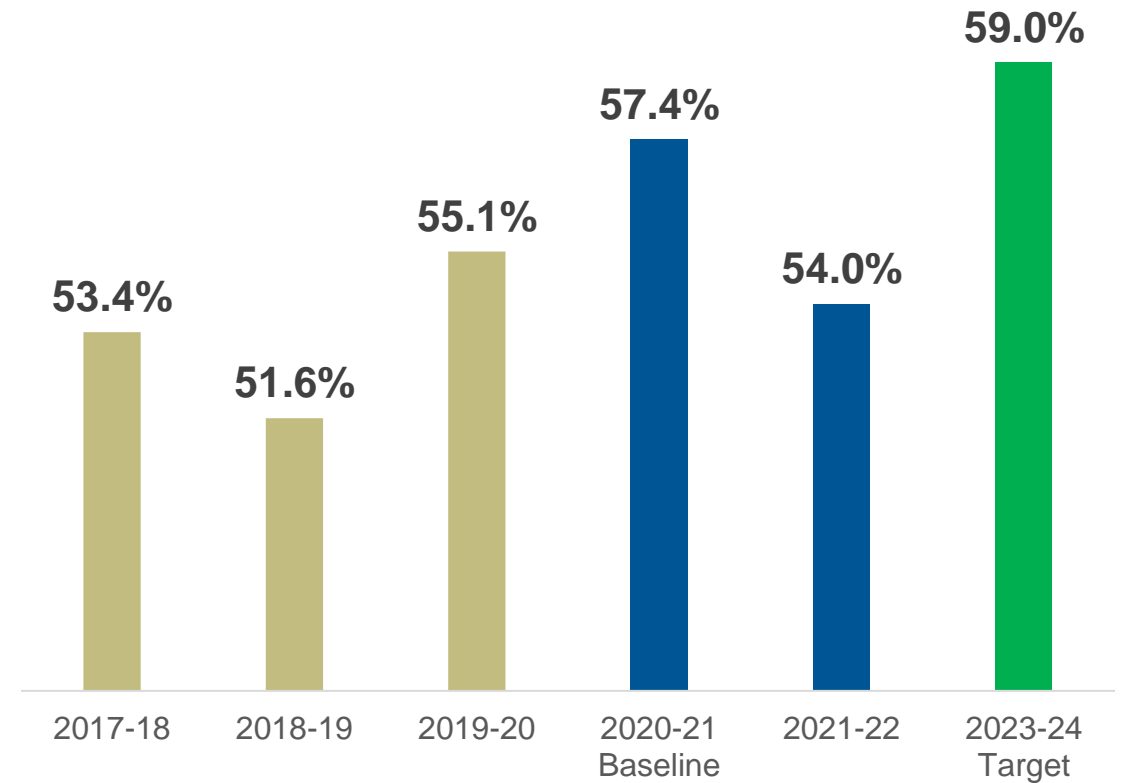
Undergraduate Degrees:

Number of bachelor degrees awarded in an academic year



Graduation Rate:

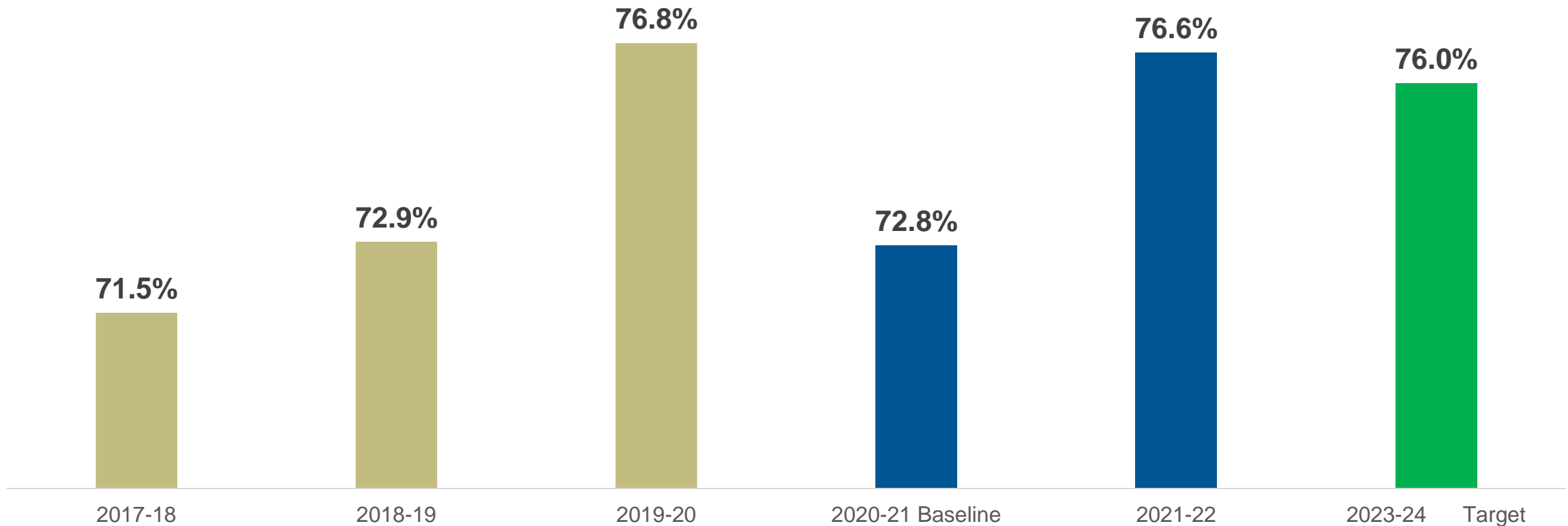
Percentage of first-time, full-time degree-seeking students who receive a bachelor's degree within 6 years



KEY PERFORMANCE INDICATORS -- SUCCESS

Retention Rate:

Percentage of first-time, degree- or credential-seeking students enrolled in the summer or fall of their first year who are still enrolled at the same institution the following fall.



WKU'S KEY STRATEGIES ON SUCCESS

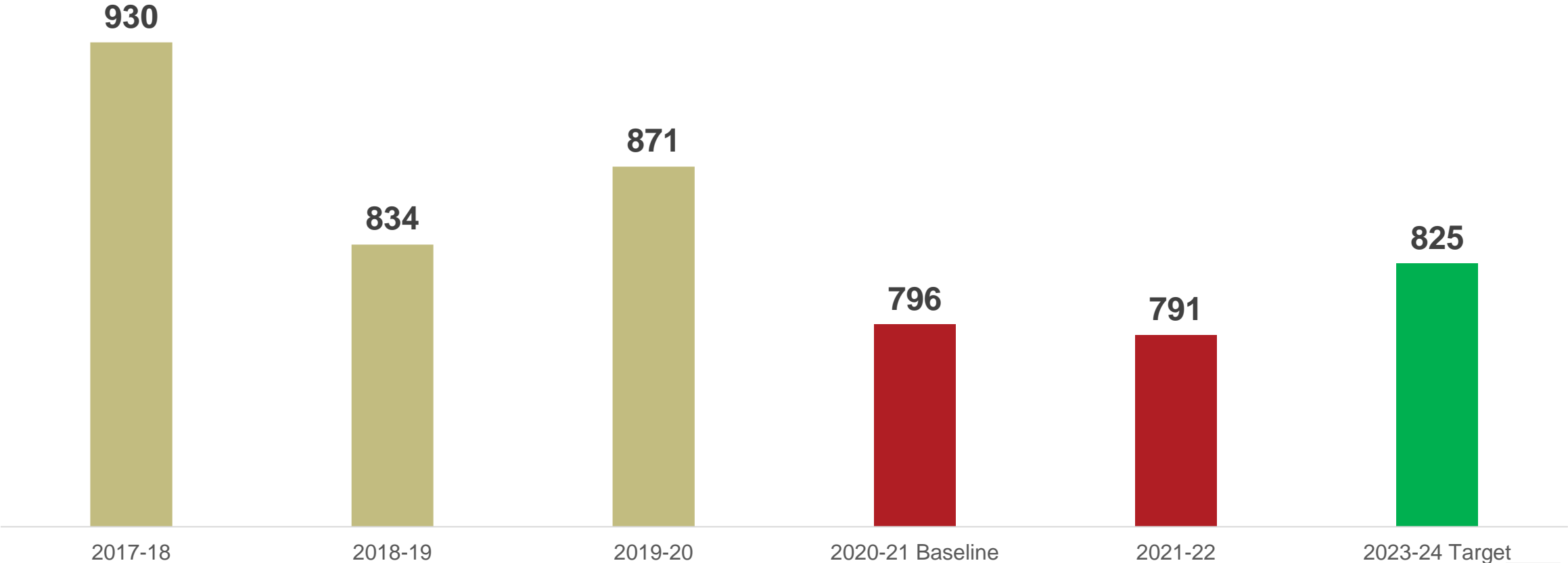


- Enhance and initiate practices to improve retention and graduation
- Create procedures to facilitate on-time graduation
- Create programs focused on the success of URM and low-income students
- Initiate procedures to facilitate the success of adult learners, including active duty and retired military personnel
- Facilitate transfer of dual credit courses, community college credit, and credit at other universities
- Institute advising and fiscal procedures focused on transfer students
- Determine means for individuals to complete unfinished degrees
- Ensure academic program standards are maintained
- Establish and promote equity in academic and co-curricular activities

KEY PERFORMANCE INDICATORS -- TALENT

Graduate/Professional Degrees:

Number of graduate degrees awarded in an academic year

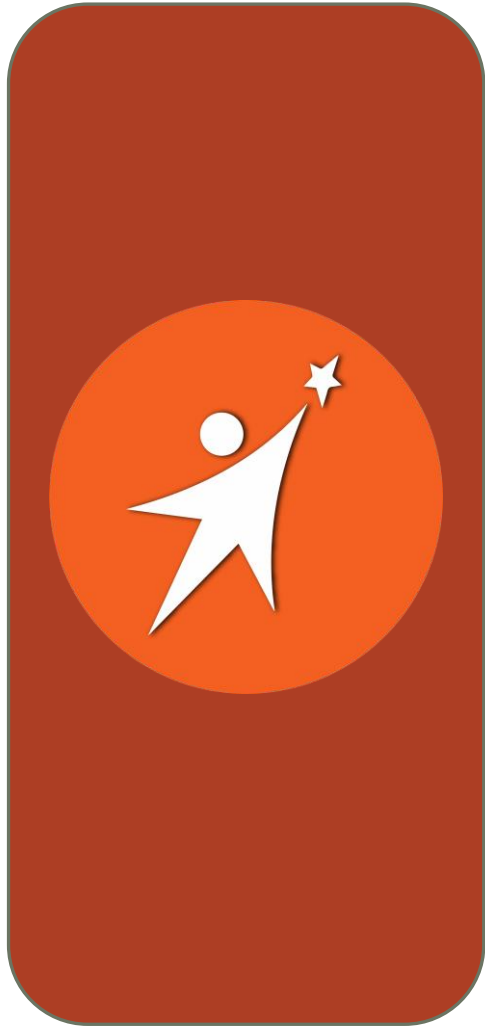


WKU'S KEY STRATEGIES ON TALENT



- Establish experiential learning opportunities related to the student's prospective career path
- Continue to develop career-based activities
- Facilitate business and other community partnerships
- Align relevant academic programs with employment needs
- Expand community engagement, especially in Kentucky's high-need areas

WKU'S KEY STRATEGIES ON VALUE

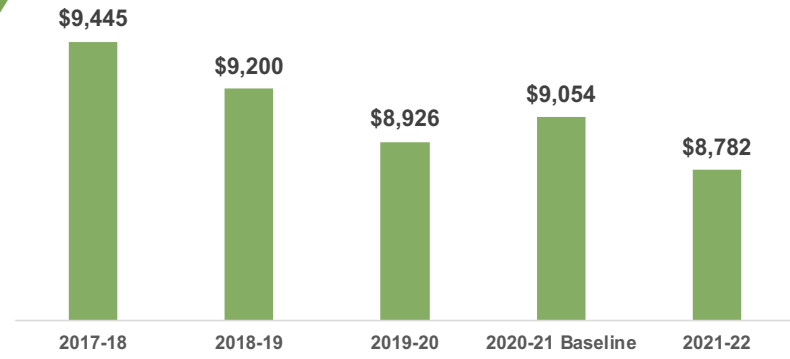


- Promote WKU as an institution of excellence for higher education and career advancement
- Communicate the return on investment of a WKU degree
- Invest in the future

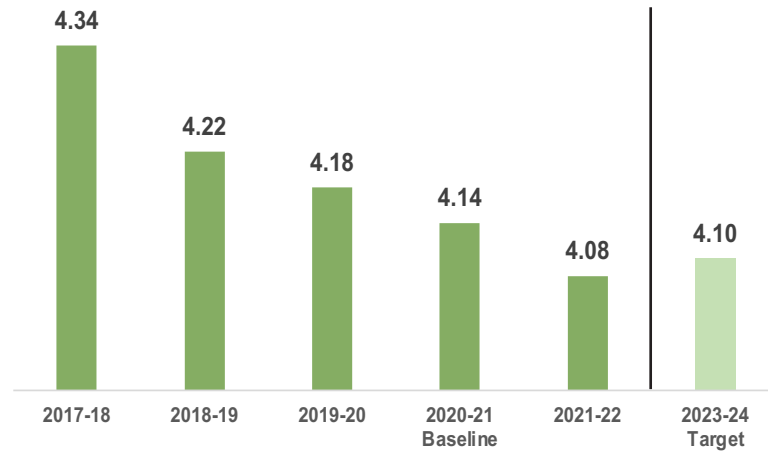


WESTERN KENTUCKY UNIVERSITY

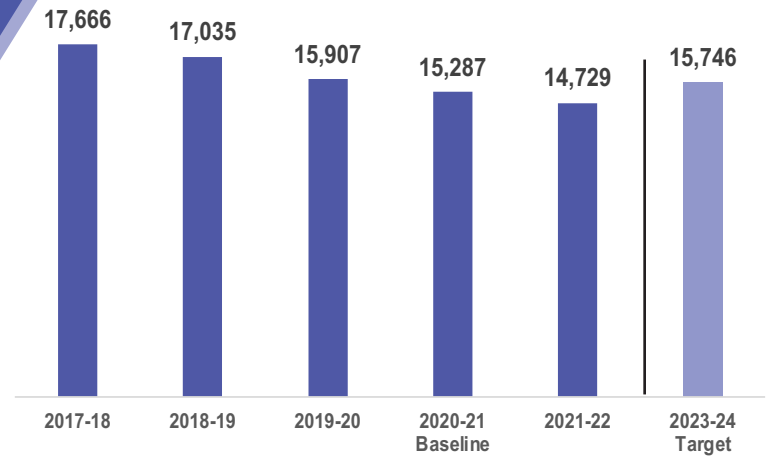
Affordability: Unmet Need



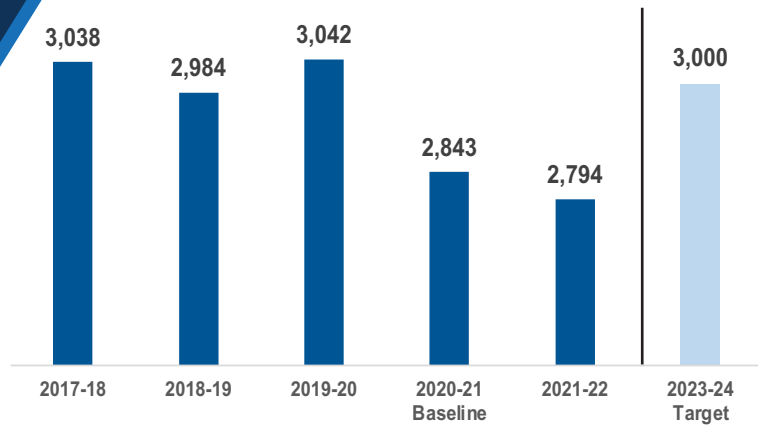
Time to Degree



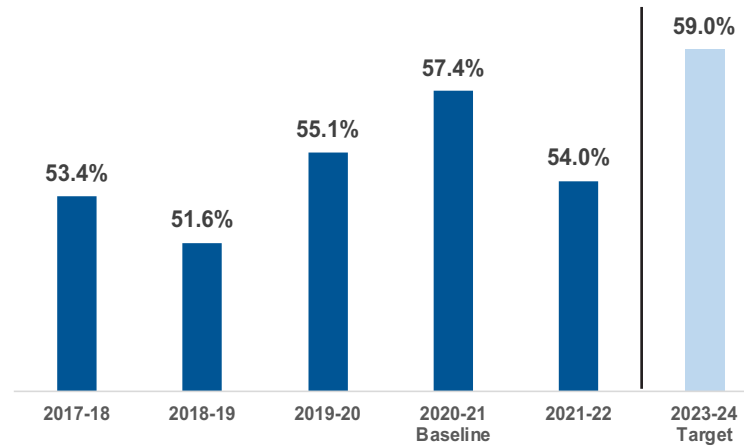
Transitions: Undergraduate Enrollment



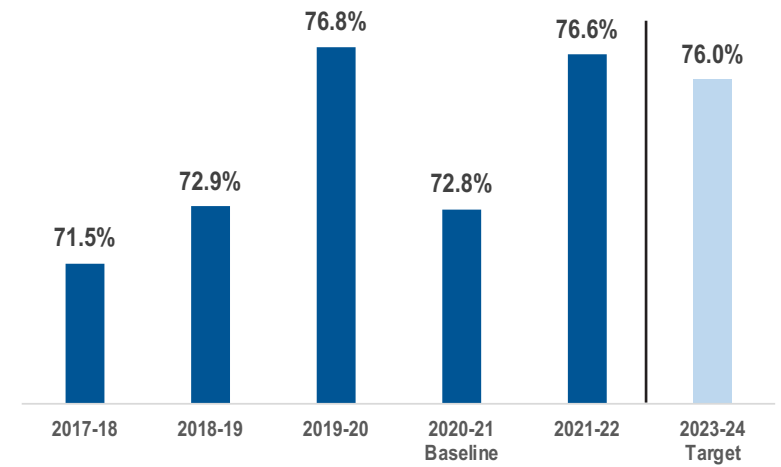
Success: Undergraduate Degrees & Credentials



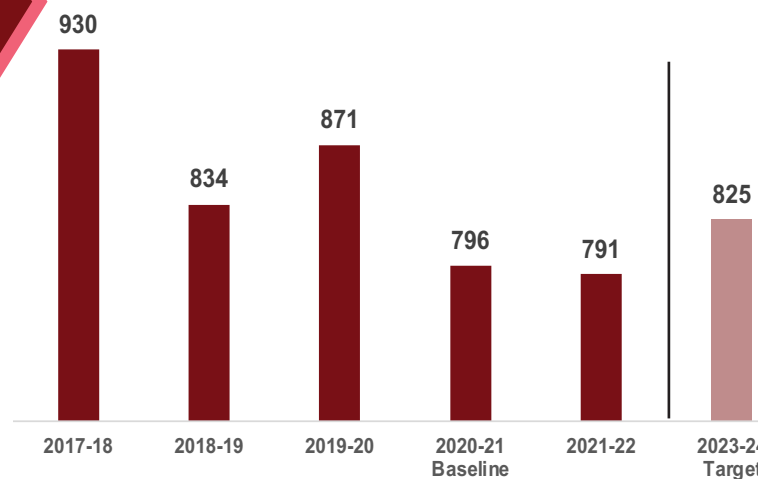
6-Year Graduation Rate



Retention Rate



Talent: Graduate Degrees & Credentials



INSTITUTION GOALS

KPI	EKU		KSU		MoSU		MuSU		NKU		WKU		UK		UL		State 4-Yr. Public	
	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target
Unmet Need	\$9,320	NT	\$13,266	NT	\$8,902	NT	\$9,419	NT	\$10,883	NT	\$9,054	NT	\$11,219	NT	\$10,889	NT	\$10,212	\$9,702
Time to Degree	4.17	4.00	4.38		4.14	4.00	4.13	4.00	4.36	4.20	4.14	4.10	4.13	4.10	4.30	4.20	4.19	4.10
Undergraduate Enrollment	12,070	12,250	2,148		8,621	8,700	7,939	8,047	11,672	11,854	15,287	15,746	22,246	23,000	16,118	16,500	96,101	98,309
Undergraduate Degrees/Credentials	2,406	2,500	154		1,153	1,200	1,614	1,675	2,223	2,300	2,843	3,000	5,011	5,406	2,991	3,200	18,395	19,447
Graduate/Professional Degrees	827	900	29		237	250	623	680	1,218	1,300	796	825	2,182	2,300	2,077	2,150	7,989	8,455
Retention Rate	73.9%	77%	70.4%		69.8%	75%	74.7%	81%	70%	78%	72.8%	76%	85.7%	87%	76.6%	83%	76.9%	80%
Graduation Rate	52.3%	56%	38.2%		44.7%	48.5%	56%	60%	49.7%	54%	57.4%	59%	67.9%	70%	61.6%	63%	58.2%	60%



Affordability



Transitions



Success



Equity



Talent



Value

HIGHER EDUCATION *Matters*

A Campus Action Plan for
Western Kentucky University

2022-2024



AFFORDABILITY

Objectives, Strategies & Targets

1. Reduce financial barriers to college enrollment and completion.

1a. Incorporate student need & other factors in financial aid decision-making that include assistance provided but not limited to the following:

- Continue The Hilltopper Guarantee, which provides 100% tuition coverage for any first-time, first-year student from KY who receives Pell Grant assistance and has at least a 3.0 cumulative high school GPA.
- Utilize the WKU Opportunity Fund for short-term financial assistance for students in the form of Emergency Aid Grants, Completion Grants, etc. to promote retention and persistence to graduation.
- Maintain support for the expanded WKU Academic Merit, Transfer, WKU Family, Military, TIP, Border State, and Hilltopper Guarantee programs to maintain affordable access to higher education.
- Provide WKU Educator Discount to assist KY teachers in graduate learning by providing in-state tuition rates for educators from states with reciprocal teaching qualifications with KY.

1b. Moderate tuition and fees increases:

- Institute a 2% increase in FY 22.
- Hold tuition and fee increases to less than 1% in FY23.
- Petition CPE for tuition increase approval processes to be structured so that rates are approved earlier than current practice, allowing students to make informed financial decisions regarding attendance and choice of institution.

1c. Reduce campus expenses and cost increases:

- Allow flexibility in choosing which mode of delivery/location students prefer at WKU that best fits their needs and schedules without concern of additional expense.
- Eliminate distance learning fees.
- Continue to explore means to support promotion of retention and persistence.
- Provide fee waivers and/or reduced fees for WKU admissions applications and assist with FAFSA completion and course selection.



AFFORDABILITY

Objectives, Strategies & Targets

2. Improve the public's understanding of how to pay for college.

2a. Provide informational resources and advising including but not limited to the following:

- Counsel students and their families on financial planning via workshops, one-on-one appointments and other timely interventions (rate of participation among WKU students to exceed 90%).
- Train faculty and staff to assist with providing basic financial assistance to students.
- Provide Spanish versions of basic FAFSA information on the online resource center.

2b. Enhance FAFSA completion:

- Continue WKU SFA staff partnership with KHEAA to provide staff support for 22+ FAFSA completion events in the regional service area.
- Educate the campus community and promote the one-on-one FAFSA completion assistance provided by WKU Educational Opportunity Center (EOC), a TRIO Program.
- Expand outreach regarding the necessity of FAFSA completion for both incoming and returning WKU students.

2c. Improve information flow and quality with college access professionals:

- Enhance relationship with KHEAA, KASFAA, and High School-WKU TRIO programs (Educational Talent Search 1-2-3- and Upward Bound) to bring guidance counselors to campus for 2 events or more per year for training workshops and/or informational luncheons.
- Connect regional recruiters to their area's high schools for in-school workshops there.



TRANSITIONS

Objectives, Strategies & Targets

3. Increase students' readiness to enter postsecondary education.

3a. Afford opportunities for high school and high school graduate to prepare for college at WKU:

- Offer high-quality dual credit opportunities.
- Promote the Gatton Academy of Mathematics and Science.
- Operate a Summer Scholars' Bridge Program through CPE Grant support.
- Explore additional means to advance campus and e-learning opportunities.

3b. Facilitate virtual access to WKU for college and career exploration:

- Maintain webpages accessible on a variety of electronic devices.
- Use digital communications for transmitting admission processes and requirements.
- Aided by the Handshake Program, offer online access to career services for students associated with WKU, including dual credit and summer scholars, which incorporates mentoring/tutoring.

3c. Provide regular contact mechanisms with high schools and community colleges:

- Hold information fairs at WKU and in high schools.
- Continue college and university open house events.
- Establish/maintain/expand e-communication pathways.



TRANSITIONS

Objectives, Strategies & Targets

4. Increase enrollment in postsecondary education.

4a. Create targeted recruitment strategies for type of student and enlist assistance of alumni:

- Develop high school academies.
- Develop second- and third-year holistic experiences akin to the first-year village and LLCs, but tailored for the transfer student.
- Serve adult learners in 10 South Central Kentucky counties through our continued collaboration with the WKU TRIO project-Educational Opportunity Centers.
- Provide adults with orientation to college.
- Strengthen existing and develop new partnerships with businesses and the military to help adults initiate or complete a postsecondary degree.
- Evaluate barriers to higher education for low-income students, in addition to providing financial training and assistance.
- Continue the activities of ISEC, which works with the society of African American Alumni, Divine 9 (historically Black sorority/fraternity alumni associations) the NAACP, churches, and civic groups with an alumni presence to assist with recruitment.

4b. Streamline and simplify admission procedures:

- Explore further conditional acceptance practices during recruitment events.
- Implement Degree Works to improve degree and certificate program planning (DW is software used to facilitate academic advising and degree audits, and it empowers students by providing easy access to their path to graduation and career goals).
- Continue and, as possible, expand WKU TRIO projects that have a large alumni association to assist with PSE, transition and success.
- Pursue “stop out” and re-engagement strategies for students who abandoned their degree program prior to completion.
- Work with the accepted but non-matriculated population to determine why they are not pursuing a college education, and for their next year honor admission and scholarship awards.



SUCCESS

Objectives, Strategies & Targets

5. Increase persistence in and timely completion of postsecondary programs.

5a. Enhance and initiate practices to improve retention and graduation:

- Create a Comprehensive Advising Program for all years of college aided by our degree audit system, Degree Works, to provide 1) academic coaching to improve understanding and use of success resources, 2) career counseling for life after graduation and 3) 4-year financial plans to promote “4 to Finish” and overall understanding of long-term educational finances.
- Complement general and faculty advisor activities by continuing faculty advisor training and possibly expanding to a certified advisor program.
- Evaluate barrier courses to college readiness & completion and take progressive action.
- Improve degree and certification program planning, aided by Degree Works, and offer global and common learning experiences to 1) continue our Living and Learning Communities (LLCs), 2) develop opportunities beyond the first year, be they academic, recreational, social, and otherwise, and 3) facilitate global learning including study abroad especially in first two years.

5b. Create procedures to facilitate on-time graduation:

- Establish a comprehensive advising program to enable students to complete college in no more than 8 semesters (depending on the credits with which undergraduate students enter).
- Incorporate winter and summer courses into degree programs as needed to maintain on-time graduation.
- Schedule classes and institute class rotation schedules to facilitate degree progression and on-time graduation.
- Tailor High-Impact Practices (HIPs) to underserved and minoritized students to close opportunity gaps.

5c. Create programs focused on the success of URM and low-income students:

- Establish living and learning communities with a special focus on: 1) supporting and extending the Intercultural Student Engagement Center (ISEC), 2) implementing a first-generation student program to address their unique issues, 3) continuing the ISEC Black Male Initiative (WHY KNOT US), Black Female Initiative (WHY KNOT US TOO) and Hispanic/Latin initiative, each specifically focused on the postsecondary success of targeted populations (academic, social, emotional, financial) and 4) expanding the newly created ISEC Graduate Academy for URM graduate students.
- Grow TRIO programs.
- Explore the expansion of viable work options on campus, targeted scholarships, additional tutoring and supplemental instruction.

5d. Initiate procedures to facilitate the success of adult learners, including active duty and retired military personnel:

- Create appropriate online offerings for degrees/certificates/micro-credentials to fit the needs of adults currently in or planning to enter the workforce.
- Tailor communications and services specific to adults, and differentiate between undergraduate and graduate adult learners.
- Investigate the development of an Adult Learner Outreach & Orientation Multimodal Center.

6. Maximize transfer of academic and experiential credit.

6a. Facilitate transfer of dual credit courses, community college credit, and credit at other universities:

- Stay current with course transfer acceptability within the state.
- Work with community college advisors for 4-year programming.
- Request involvement in community college curriculum development that will affect transferability to WKU in order to articulate better transfer agreements.
- Evaluate credit for prior learning and experience.



SUCCESS

Objectives, Strategies & Targets

6b. Institute advising and fiscal procedures focused on transfer students:

- Update transfer marketing and communication plans.
- Clarify and enhance academic pathways.
- Conduct timely transfer audits.
- Work with departments on transfer credit facilitation by creating academic pathways with KCTCS and community colleges in the surrounding region and extending 2+2 programs.
- Continue to work with advisors at community colleges.
- Reimagine transfer orientation virtually and in-person.
- Reimagine transfer scholarships including GPA requirement level and competitiveness.

6c. Determine means for individuals to complete unfinished degrees through advancing the Degrees When Due project, among others.

7. Ensure academic offerings are high-quality, relevant and inclusive.

7a. Ensure academic program standards are maintained:

- Conduct academic program reviews to facilitate continuous improvement of all academic programs.
 - Perform 5-year and annual program sustainability reviews.
 - Continue appropriate assessment of classes and programs.
 - Obtain regular, valid and reliable feedback from stakeholders.
 - Assess practices against aspirational higher education providers.
- Maintain accreditation standards for accredited programs and increase their numbers.
- Review and assess the Colonnade Program (WKU's General Education program), coupled with major degree programs that address the ten essential skills of the Kentucky Graduate Profile.
 - Review teaching methodologies and infrastructure to integrate best practices and incorporate, where possible, high-impact practices (HIPs), immersive learning in diverse cultures, process-learning, collaborative learning and others.
 - Provide training in pedagogy for all those who instruct students.
 - Maintain infrastructure and technology to support instruction.

7b. Establish and promote equity in academic and co-curricular activities:

- Support and enhance the Colonnade Program to:
 - Transform high enrollment courses into more active & inclusive environments.
 - Inspire greater student responsibility for learning.
 - Reimagine courses to expand new pedagogical ideas.
- Integrate best practices related to diversity, equity, and inclusion into teaching methods.
 - Provide training for faculty and staff to support equity in learning.
 - Develop our continued commitment to inclusive teaching.
 - Make pedagogy and assessment more equitable.
- Expand the Holistic Student Approach
- Create means to address unmet financial needs



TALENT

Objectives, Strategies & Targets

8. Improve the career outcomes of postsecondary graduates.

8a. Establish experiential learning opportunities related to the student's prospective career path:

- Assist students with their individualized personal and professional development plan (an aspect of the Comprehensive Advising Program and thereby our Student Success Plan) that will serve as a guide for the pursuit and completion of a four-year degree in preparation for a successful career or entrance into further schooling/training.
- Develop hard and soft skills as well as cultivating global citizens through the Colonnade Program, a student's degree program and the Student Success Plan that will provide common intellectual experiences and high-impact practices.
- Facilitate internships, shadowing, part-time employment and the like in conjunction with the Academic Advising and Career Development Center (ACDC), the Innovation Campus at WKU, Global Learning and International Affairs, creative learning and research conducted by faculty and federal, state, and other public and private establishments.
- Consider the best means to centralize knowledge about and access to these experiential opportunities, such as expanding/developing experts or alumni in residence programs in the colleges.
- Create a modernized, flexible curriculum to allow for experiential learning hours to count toward degree programs.

8b. Continue to develop career-based activities:

- Support real-time and virtual advising and activities of ACDC related to career planning.
- Hold career fairs at the college and University levels involving prospective employers.
- Offer training opportunities through certificates, new market-relevant undergraduate degrees, graduate programs and other avenues.
- Involve the alumni association in enhancing career preparation.
- Provide career counseling in multiple modalities to prepare students for life beyond graduation.

8c. Facilitate business and other community partnerships:

- Develop connections via the Innovation Campus at WKU to facilitate business/faculty/staff/student partnerships.
- Involve the alumni association network to facilitate career connections.
- Use the Small Business Accelerator to aid in business development emanating from WKU research and/or community members.
- Provide continuing education opportunities for community members to enhance their employability and/or business development, including the current program of webinars and presentations by the alumni association and ACDC.



TALENT

Objectives, Strategies & Targets

9. Increase research and service to support strong communities and economies.

9a. Align relevant academic programs with employment needs:

- Identify programs that specifically address these needs and create new ones to supplement ongoing ones where warranted.
- Create an Office of Undergraduate Research to facilitate experiential learning and coordinate activities with ACDC for internships and other outside WKU experiential learning opportunities.
- Enhance employment preparedness for graduates by strengthening the programs and career-focused opportunities in WKU's Graduate School.
- Support faculty scholarly and creative activities that address these high-need areas.
- Provide continuing education in these high-growth/demand/wage areas.

9b. Expand community engagement, especially in Kentucky's high-need areas:

- Develop/expand signature programs, degrees and credentials to address these areas.
- Align university priorities with communities, business and industry, educational institutions and others to create mutually beneficial cultural, environmental, scientific and social opportunities.
- Transform the WKU Center for Research and Development into a true Innovation Campus that engages corporations in collaborative research; incubates faculty, staff, and student ideas; cultivates and grows local businesses; and provides a hub for entrepreneurial growth and investment (see also 8a & 8c).



VALUE

Objectives, Strategies & Targets

10. Increase public belief in the power of postsecondary education.

10a. Promote WKU as an institution of excellence for higher education and career advancement:

- Develop a comprehensive communication plan.
- Foster and advocate for the WKU Experience.
- Use WKU campuses, colleges and departments for in-person and virtual forums as locations for said promotions.
- Engage alumni and highlight alumni successes, as well as promoting current student, faculty, and staff activities and successes.
- Associate WKU with opportunities for people of the region to be educated, entertained, assisted and inspired outside the classroom.

11. Build support for greater investment in postsecondary education.

11a. Communicate the return on investment of a WKU degree:

- Incorporate ROI information into the comprehensive communication plan.
- Provide summaries of the cost of attendance and benefits of a degree to students.

11b. Invest in the future:

- Examine university-related foundations' structures to determine if there are opportunities for efficiency or simplification that will enhance our ability to attract voluntary support and eliminate confusion.
- Assemble the necessary volunteer structure and involve deans and other senior leadership in support of a comprehensive fundraising campaign to support the University's Strategic Plan "Climbing to Greater Heights."



TARGETS

Key Performance Indicators

Key Performance Indicator	Baseline	Target
Time to Degree	4.14	4.1
Undergraduate Enrollment	15,287	15,746
Undergraduate Degrees/Credentials	2,843	3,000
Graduate Degrees	796	825
Retention Rate	72.8%	76.0%
Graduation Rate	57.4%	59.0%

This document is Western Kentucky University's Campus Action Plan, which details how the institution will carry out the objectives of the statewide strategic agenda, "Higher Education Matters." This plan also includes campus targets for key performance indicators.

March 2022



2022-30 STATEWIDE STRATEGIC AGENDA

INSTITUTIONAL UPDATE

Kentucky State University

March 30, 2023



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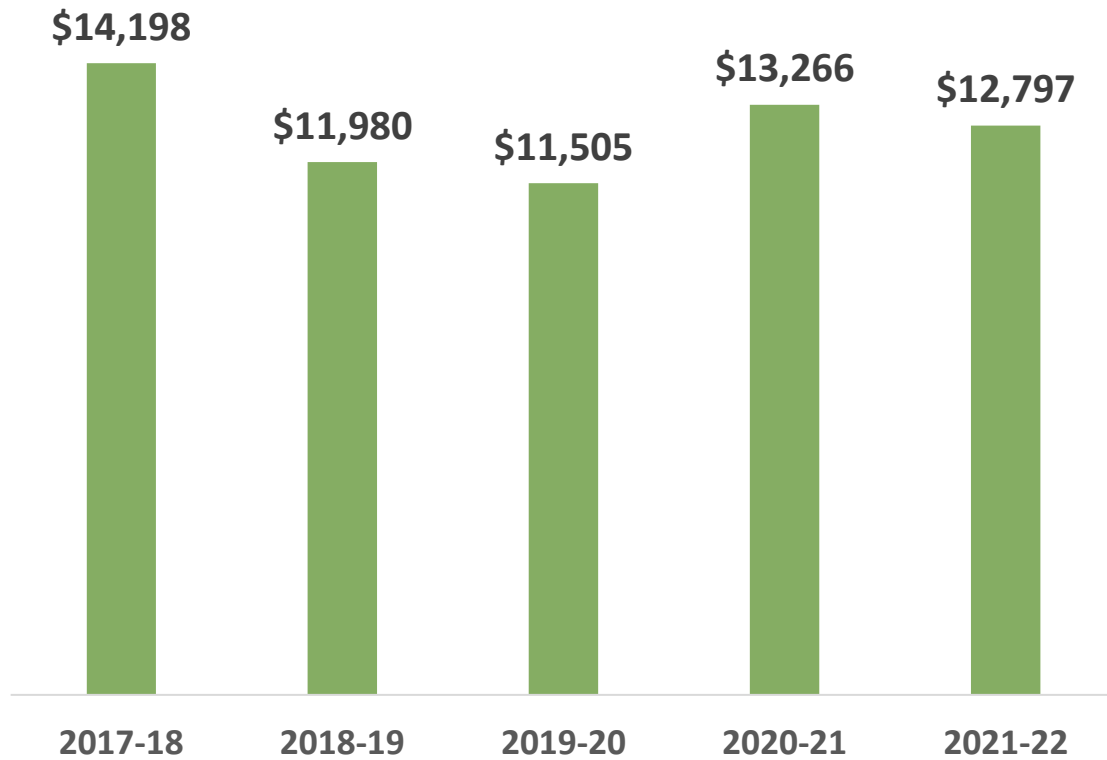


Value

KEY PERFORMANCE INDICATORS -- AFFORDABILITY

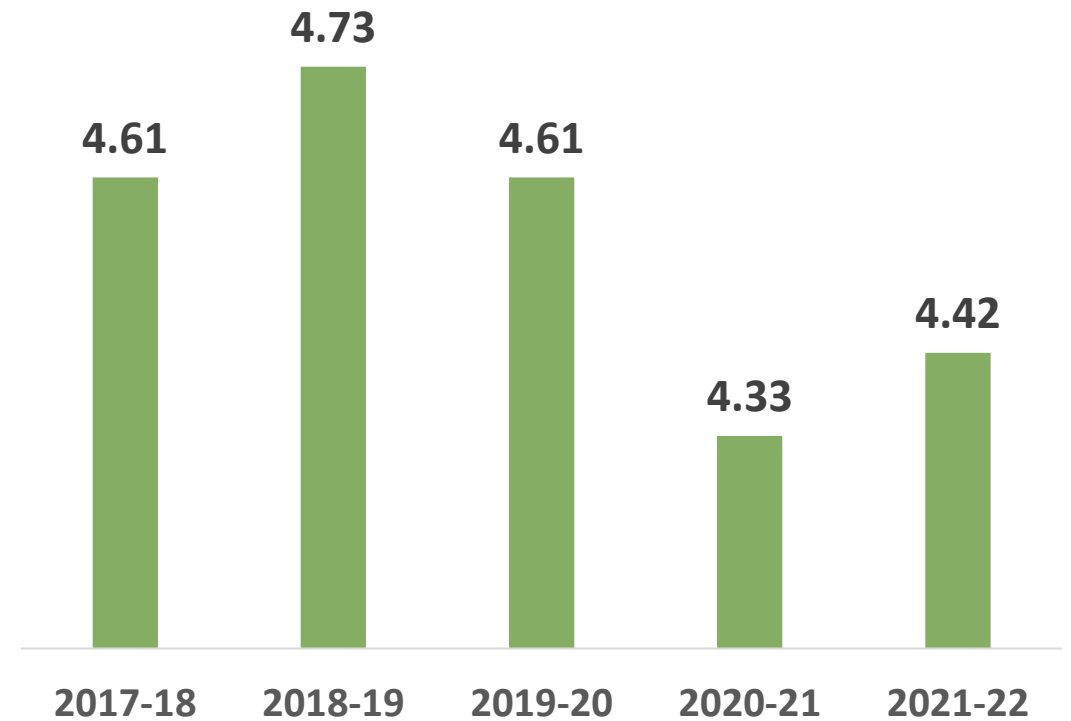
Unmet Need:

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Time to Degree:

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KSU'S KEY STRATEGIES ON AFFORDABILITY

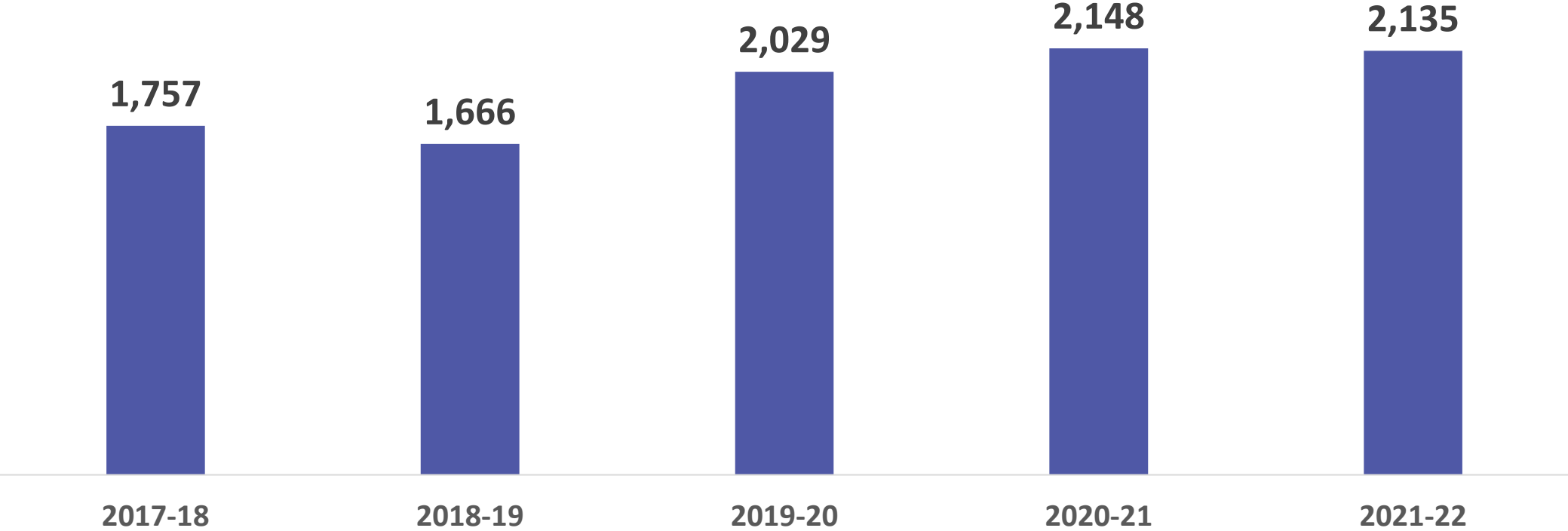


- Increase the number and percent of resident students—currently more than 60 percent of KSU students are nonresidents
- Update articulation agreements and collaborate closely with KCTCS to provide online programs so that students can continue to work while in school
- Expand and cultivate scholarship, paid internship, and CO-OPs with employers (e.g., CHI Saint Joseph Health Scholarship)

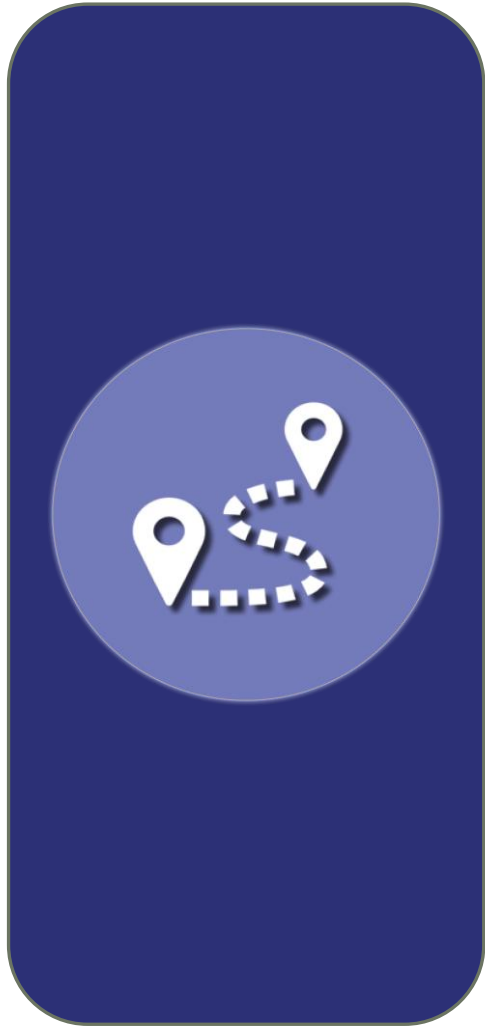
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Undergraduate Enrollment:

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KSU'S KEY STRATEGIES ON TRANSITIONS

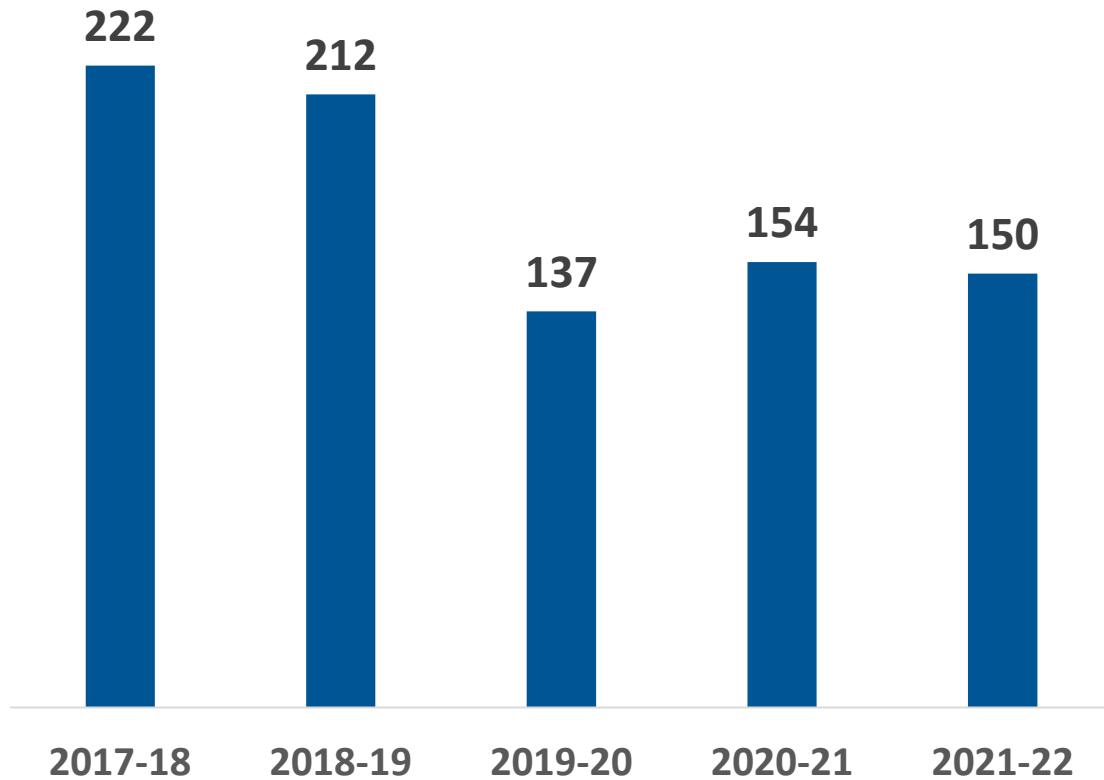


- Partner with public P-12 schools in Franklin, Fayette, and neighboring counties and collaborate with college coaches and advisors
- Partner with JROTC and host STEM focused summer programs that will include a focus on helping students prepare for the transition to college
- Continue collaboration with Family Scholar House
- Explore the use of chatbots

KEY PERFORMANCE INDICATORS -- SUCCESS

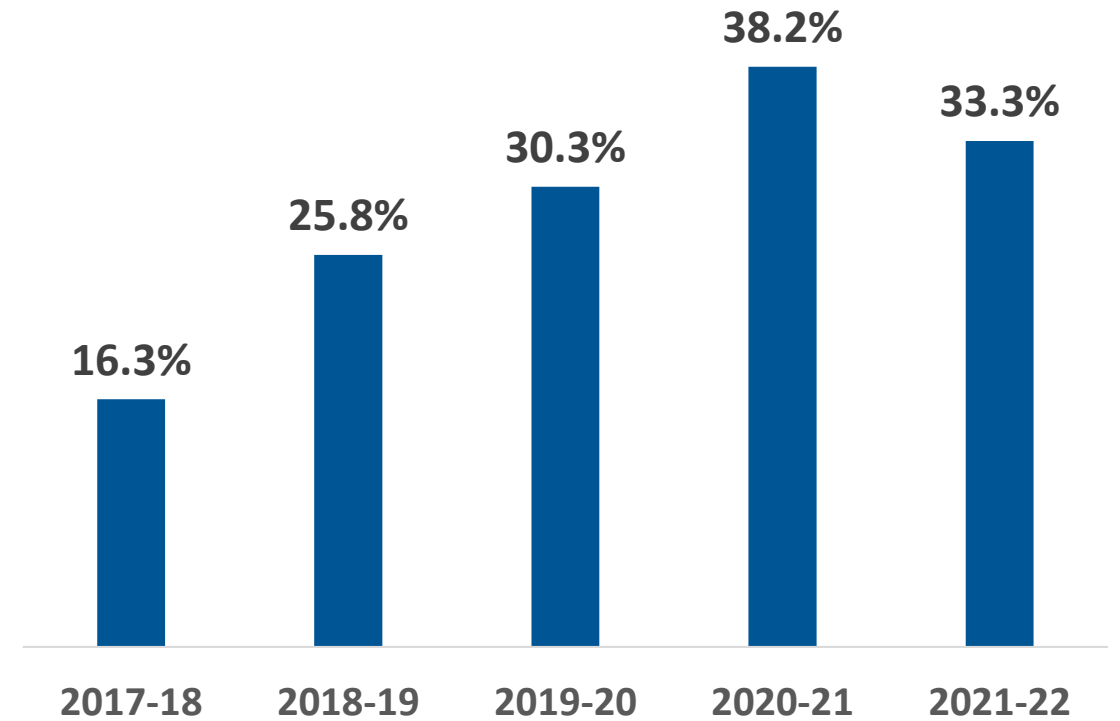
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Graduation Rate:

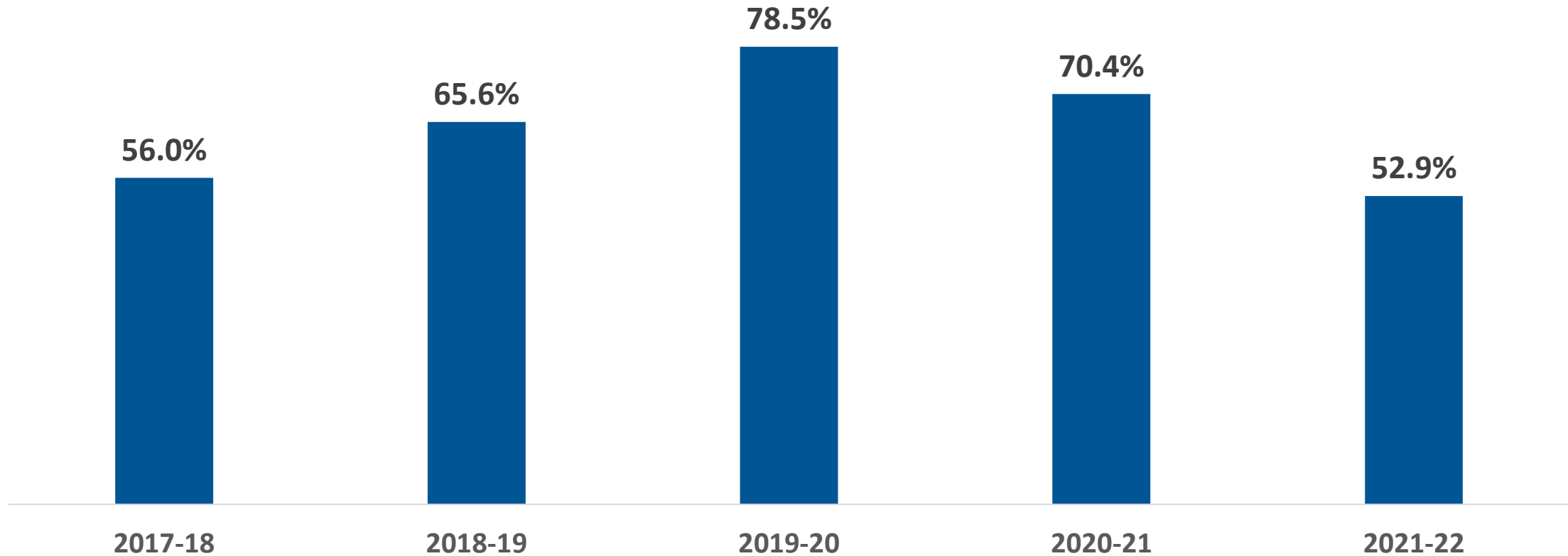
Percentage of first-time, full-time degree-seeking students who receive a bachelor's degree within 6 years



KEY PERFORMANCE INDICATORS -- SUCCESS

Retention Rate:

Percentage of first-time, degree- or credential-seeking students enrolled in the summer or fall of their first year who are still enrolled at the same institution the following fall.



KSU'S KEY STRATEGIES ON SUCCESS

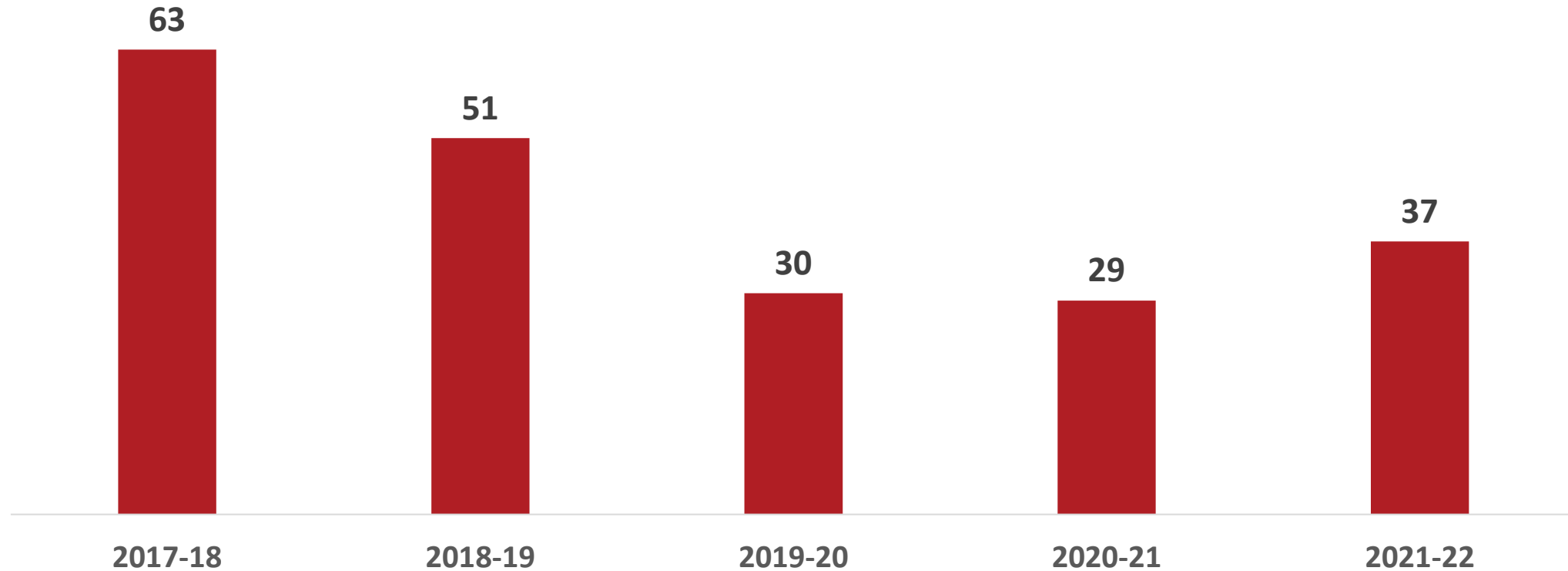


- Participant in the Governing Board Equity in Student Success Project
- Introduced new scalable admittance processes, strategies, and tactics (utilizing a new screening process that identifies students with a passion for learning and grit).
- Introduced a data informed program for personalized developmental academic advising for freshmen.

KEY PERFORMANCE INDICATORS -- TALENT

Graduate/Professional Degrees:

Number of graduate degrees awarded in an academic year

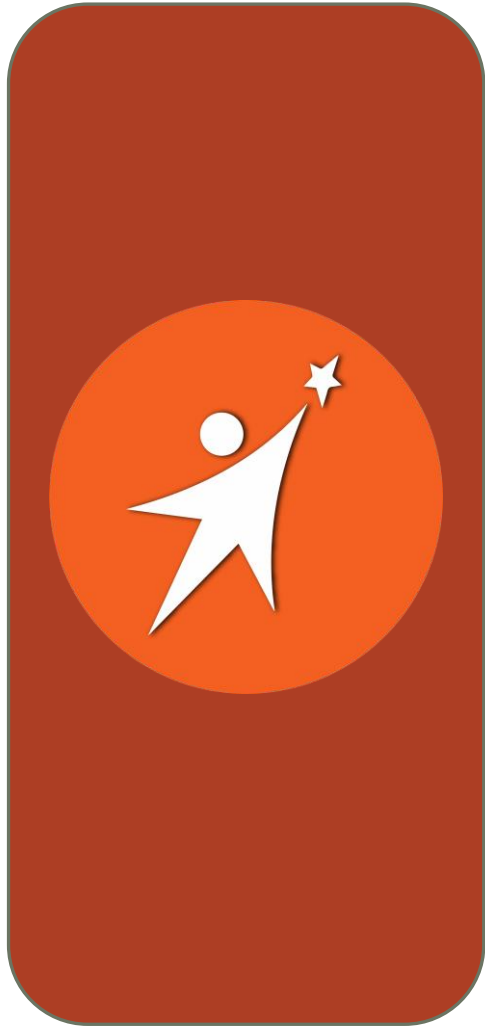


KSU'S KEY STRATEGIES ON TALENT



- As the only public, historically Black land-grant institution in the state, KSU has an essential role to play in assisting the commonwealth in the development and growth of its innovation economy:
 - Innovation Workforce Development
 - Discovery, Collaborations, and Partnerships
 - Entrepreneurship
 - Community and Regional Advancement-

KSU'S KEY STRATEGIES ON VALUE

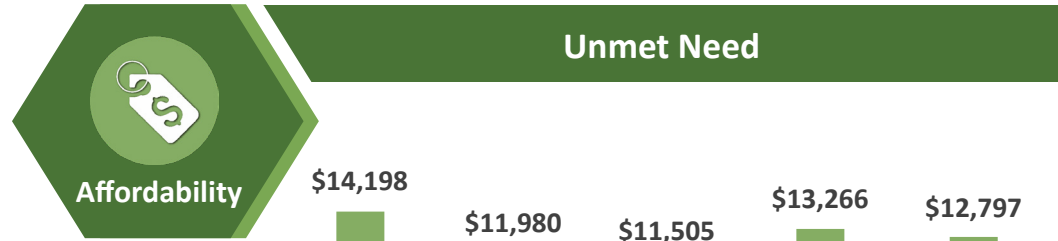


- Improve outcome KPIs (progression and completion rates).
- Overhaul portfolio of academic offerings in accordance with KSU's Management Improvement Plan
- Introduce micro credentials that are designed to strengthen the labor market value of the University's degrees

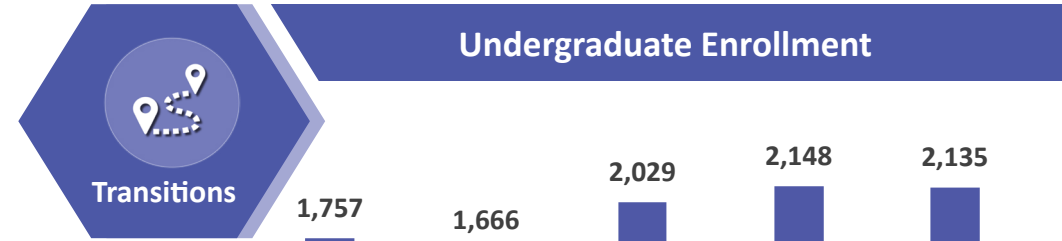
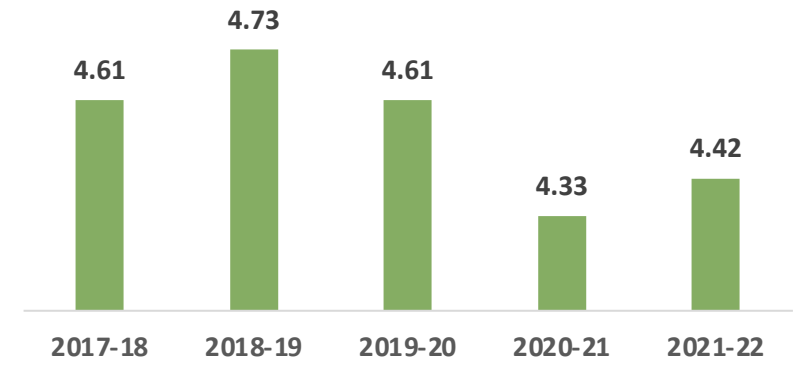
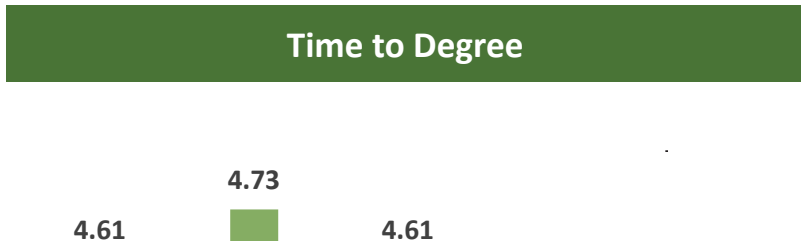
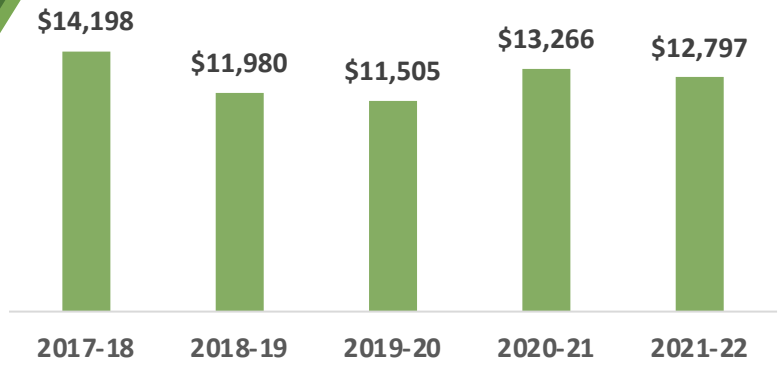


**KENTUCKY STATE
UNIVERSITY**

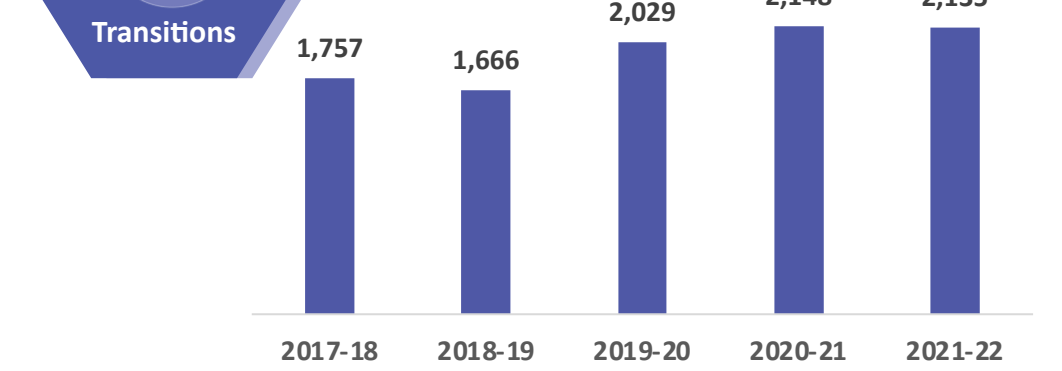
KENTUCKY STATE UNIVERSITY



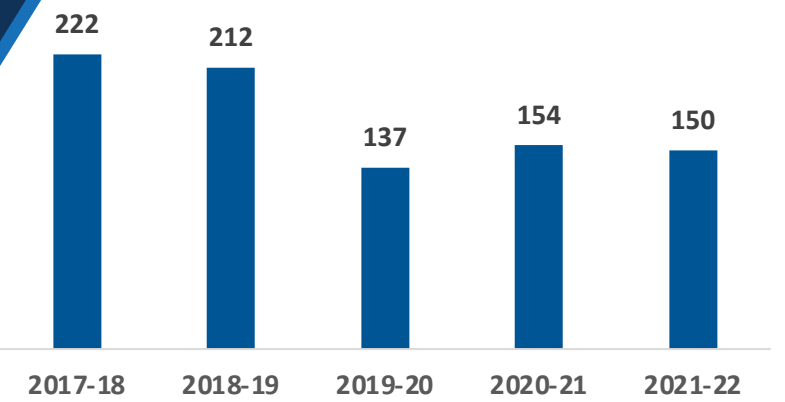
Unmet Need



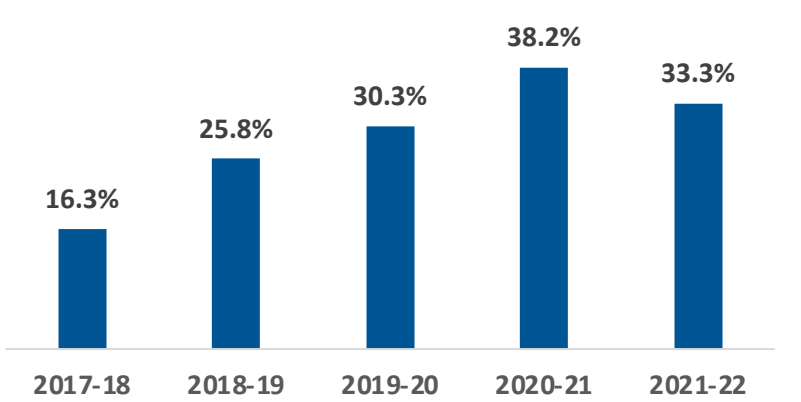
Undergraduate Enrollment



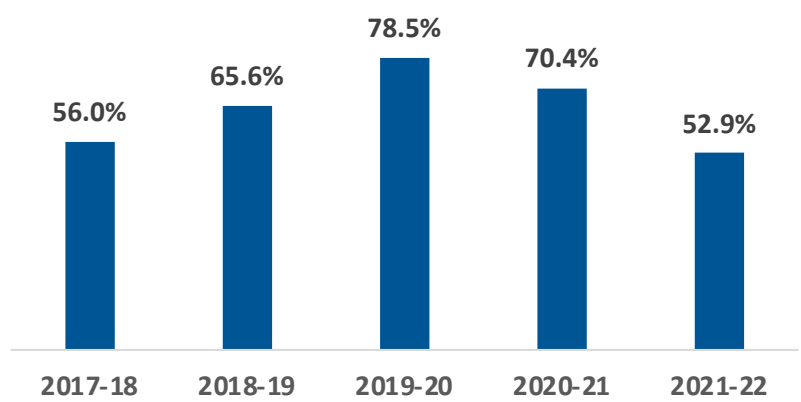
Undergraduate Degrees & Credentials



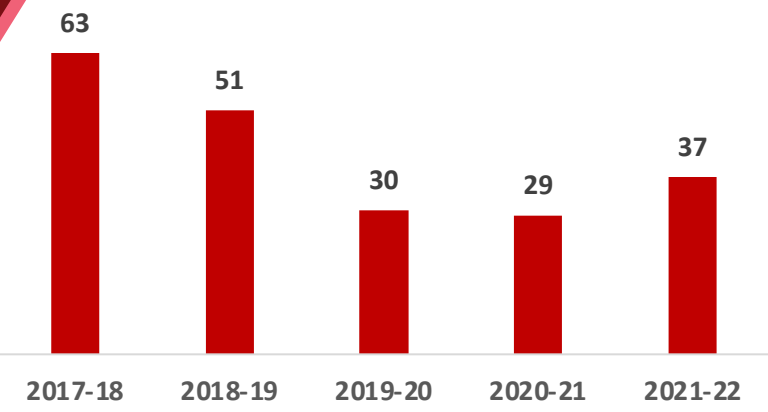
6-Year Graduation Rate



Retention Rate



Graduate Degrees & Credentials



INSTITUTION GOALS

KPI	EKU		KSU		MoSU		MuSU		NKU		WKU		UK		UL		State 4-Yr. Public	
	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target
Unmet Need	\$9,320	NT	\$13,266	NT	\$8,902	NT	\$9,419	NT	\$10,883	NT	\$9,054	NT	\$11,219	NT	\$10,889	NT	\$10,212	\$9,702
Time to Degree	4.17	4.00	4.38		4.14	4.00	4.13	4.00	4.36	4.20	4.14	4.10	4.13	4.10	4.30	4.20	4.19	4.10
Undergraduate Enrollment	12,070	12,250	2,148		8,621	8,700	7,939	8,047	11,672	11,854	15,287	15,746	22,246	23,000	16,118	16,500	96,101	98,309
Undergraduate Degrees/Credentials	2,406	2,500	154		1,153	1,200	1,614	1,675	2,223	2,300	2,843	3,000	5,011	5,406	2,991	3,200	18,395	19,447
Graduate/Professional Degrees	827	900	29		237	250	623	680	1,218	1,300	796	825	2,182	2,300	2,077	2,150	7,989	8,455
Retention Rate	73.9%	77%	70.4%		69.8%	75%	74.7%	81%	70%	78%	72.8%	76%	85.7%	87%	76.6%	83%	76.9%	80%
Graduation Rate	52.3%	56%	38.2%		44.7%	48.5%	56%	60%	49.7%	54%	57.4%	59%	67.9%	70%	61.6%	63%	58.2%	60%



Kentucky will improve public understanding that postsecondary education is key to greater opportunity and economic growth.



VALUE

A Strategic Priority

The Perceived Value of College

Even before the pandemic, Americans were questioning the value of higher education. The extent of this skepticism varies according to socioeconomic status, political party affiliation, geographic region and other factors.

A 2021 survey conducted by the American Association of American Colleges and Universities and the Bipartisan Policy Center asked adults whether college was definitely or probably still worth it. Overall, only 27% of respondents believed college was definitely worth it; another 33% said it probably was. While only half of low-income respondents said college was worth it, three-quarters of wealthy Americans did. Democrats expressed the strongest belief in college's worth (70%), followed by Republicans (53%) and Independents (52%).

The Actual Value of College

Negative beliefs about the value of college, though widespread, are based more on feeling than fact. College's return on investment in strict financial terms depends on how much you paid for your degree and the marketability of your chosen field. Some students reap greater financial rewards than others. But to promote the belief that college is no longer a wise investment is a grave disservice to parents and students everywhere. While a college credential does not guarantee economic security, the lack of a credential most certainly limits earning potential and perpetuates generational poverty in our communities.

In September 2021, CPE released a study showing that among Kentucky's high school class of 2011, postsecondary graduates were earning substantially more money than high school graduates by 2019, despite fewer years of full-time work. The typical community college or university graduate recouped their higher education

investment in about three to five years, depending on the credential earned. Over a 30-year career, bachelor's degree graduates in Kentucky make \$1 million more than high school graduates, while those with associate degrees make nearly half a million more.

Although anecdotes about college loan debt regularly feature students owing upwards of \$100,000 or more, the average bachelor's degree graduate in Kentucky borrows between \$25,000 and \$33,000 for their degree.

Systemwide Responses

The Council on Postsecondary Education will launch a statewide communications and public awareness campaign to counteract negative messages about the value of college perpetuated by the media and partisan pundits. We will educate individual students about the benefits of a college credential, and inform policy makers about how higher education increases tax revenue, decreases unemployment and entitlement program expenditures, improves health outcomes and produces a myriad of benefits that can't easily be quantified, like increased volunteerism and voting.

Part of this effort is helping Kentuckians understand that college is not only a four-year, residential undergraduate degree. There are a multitude of college options in our state, many technical in nature, that allow students to pursue careers in the skilled trades, ranging from short-term certificates to applied associate degrees.

It is our hope that increasing higher education's value proposition will lead to greater investment from both the General Assembly and the private sector. More profoundly, it will restore our belief in higher education's ability to put Americans on a path to future prosperity and fulfillment.

Workers with a bachelor's degree make \$1M more than high school graduates over a lifetime.



VALUE

Objectives, Strategies & KPIs

10. Increase public belief in the power of postsecondary education.

10a. Conduct a public awareness campaign and develop communications strategies to promote college going and elevate the importance of higher education to Kentucky's residents and economy.

11. Build support for greater investment in postsecondary education.

11a. Communicate higher education's return on investment and the need for increased state and federal support.

11b. Seek funding from foundations and other external sources to support Strategic Agenda priorities.

Key Performance Indicators

State General Fund Appropriations (State-Level): Percent change in net general fund appropriations for full-time equivalent students, excluding state financial aid or state monies for debt service.



2022-30 STATEWIDE STRATEGIC AGENDA

Strategic Priority VALUE

March 30, 2023



Affordability



Transitions



Success



Equity



Talent



Value

OVERARCHING GOAL: Increase the percent of Kentucky’s adult population (ages 25-64) with a high-quality postsecondary credential to 60% by 2030 (60x30KY).

STRATEGIC PRIORITIES

AFFORDABILITY

Make postsecondary education affordable for all Kentuckians

TRANSITIONS

Ensure more students successfully transition to college and are prepared to succeed.

SUCCESS

Ensure more students earn high-quality degrees and credentials.

TALENT

Educate a globally competitive workforce and increase research and innovation to fuel job creation and economic growth.

VALUE

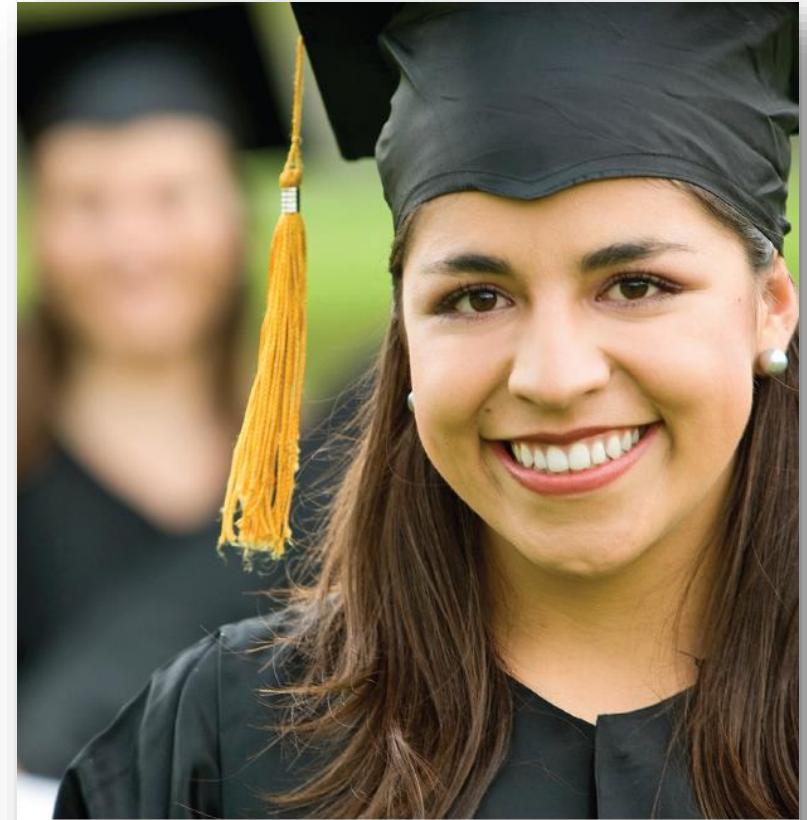
Improve public understanding that postsecondary education is key to greater opportunity and economic growth.

EQUITY – Ensure all students have equitable access to higher education and the tools needed to progress and complete their programs prepared for work and life.



KEY OBJECTIVES

- 10. Increase public belief in the power of postsecondary education.**
- 11. Build support for greater investment in postsecondary education.**



Kentucky will improve public understanding that postsecondary education is key to greater opportunity and economic growth.

CPE OFFICE OF EXTERNAL RELATIONS AND ECONOMIC PARTNERSHIPS

February 2023, CPE President Aaron Thompson launched a new unit in the agency focused on increasing public awareness of the value of higher education and strengthening partnerships with the business community and other key partners

CPE's new unit will promote the value of higher education, strengthen economic development partnerships

February 01, 2023

The Kentucky Council on Postsecondary Education (CPE) today announced a new unit in the agency focused on increasing public awareness of the value of higher education and strengthening partnerships with the business community and other key partners. The External Affairs and Economic Partnerships unit, which will be headed up by Rick W. Smith Sr., Ed.D., is charged with leading the agency's strategic communication efforts promoting higher education in the Commonwealth of Kentucky. The office will also support CPE's external partnerships with economic development leaders, state agencies and nonprofit organizations.

"One of the agency's priorities is forging connections between higher education and the communities we serve, and this new unit demonstrates our commitment to that," said CPE President Aaron Thompson, Ph.D. "This team will reinforce CPE's leadership role within the state and nation on issues such as student access and success, equity, creating a more robust educational pipeline, and strengthening the alignment between higher education and the workforce."



Dr. Rick W. Smith Sr., Ed.D.

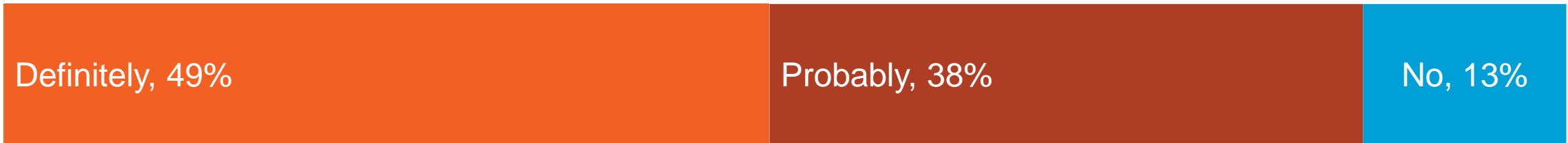


THE NEED: MIXED OPINIONS ABOUT ROI



AAC&U Survey: Is a college degree worth it?

Employers: 87% agree



All Adults: 60% agree





THE NEED: LESS INTEREST IN COLLEGE



Kentucky's college-going rate
has declined

5.5 ppt

since AY17 –
from 59.3% to 53.8%.





STATE-LEVEL STRATEGIES



Increase public belief in the power of postsecondary education.

- 10a. Conduct a public awareness campaign and develop communications strategies to promote college going and elevate the importance of higher education to Kentucky's residents and economy.





HIGHER ED MATTERS CAMPAIGN: FEB. 2022 – JUNE 2022

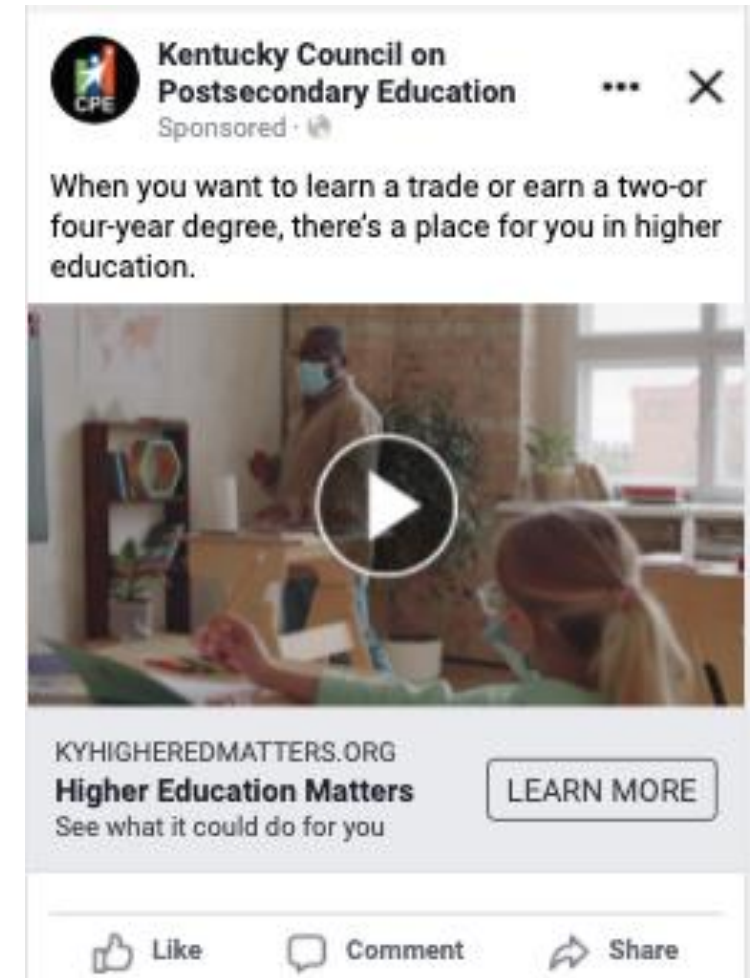


Cost: \$350,000, funded by campuses and CPE.

Target audience: Traditional and adult students, including low-income and underrepresented.

Methods to reach target audiences:

- Audience research: age, location and messaging.
- Creating deliverables that resonate with our target audiences.
- Utilizing the most popular venues to reach prospective students:
 - Social media (Facebook, Instagram, TikTok).
 - Digital services (Digital radio, conventional radio, TV).





HIGHER ED MATTERS CAMPAIGN VIDEO



HIGHER ED MATTERS CAMPAIGN CAMPUS POSTS



Morehead State University ✓
1m · 🌐

Tyler Mullins is a 2014 graduate of MSU. He earned a Bachelor of Arts at MSU and double majored in graphic design and philosophy. He's worked in communications and marketing, focusing on user experience and recently started a new job as a user researcher for Twitter. He credits the career skills preparation at Morehead State with helping him on this path.

#SOARHigher #KYHigherEdMatters



👍 Like 💬 Comment

Morehead State University ✓
1m · 🌐

Sara and Lee Busick graduated from Morehead State in 2003. They met in college and transferred to MSU to pursue careers in art where they both earned bachelor's degrees in art. Sara also earned an MA from The Ohio State and Lee earned an MA from Indiana University. They recently launched their design company Made to Remember and have retail partnerships with the Kentucky Artisan Center, the Speed Art Museum and the Kentucky Historical Society. Made to Remember also garnered a... [See more](#)



👍 Like 💬 Comment ➦ Share

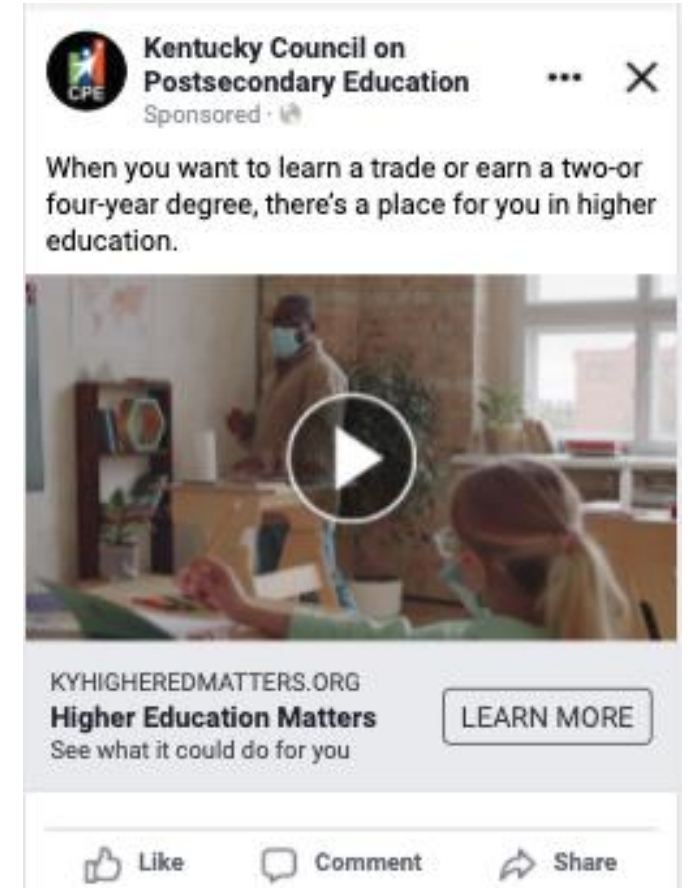




HIGHER ED MATTERS CAMPAIGN SUCCESS



- **21M** impressions, exceeding **7 out of 9** industry benchmarks for views, clicks and listens.
- **82K** views of the campaign video on YouTube.
- **28K** visits to the KyHigherEdMatters website.
- **77K views/listens of campaign ad on TV/radio** through GEAR UP Kentucky's KBA contract, equating to **over \$2M** in "free to us" ad spots.





STATE-LEVEL STRATEGIES



Increase public belief in the power of postsecondary education.

- 10a. Conduct a public awareness campaign and develop communications strategies to promote college going and elevate the importance of higher education to Kentucky's residents and economy.





COMMUNICATIONS OBJECTIVES

- **Strengthen** the value of higher education.
- **Demonstrate** CPE's impact by promoting our work.
- **Position** CPE as the trusted voice of KY higher education.
- **Promote** college-going options and tools to all types of students, especially the underserved.
- **Empower** Kentuckians to take action.





COMMUNICATIONS STRATEGIES



- **Increasing our sphere of influence** through in-person communications.
- **Creation of relatable and newsworthy content** that tells the CPE story.
- **Building trust** through open communications with all constituents.
- **Increasing our networks** by partnerships and sharing of messages across audiences.



HIGHER ED MATTERS COMMUNITY CONVERSATIONS

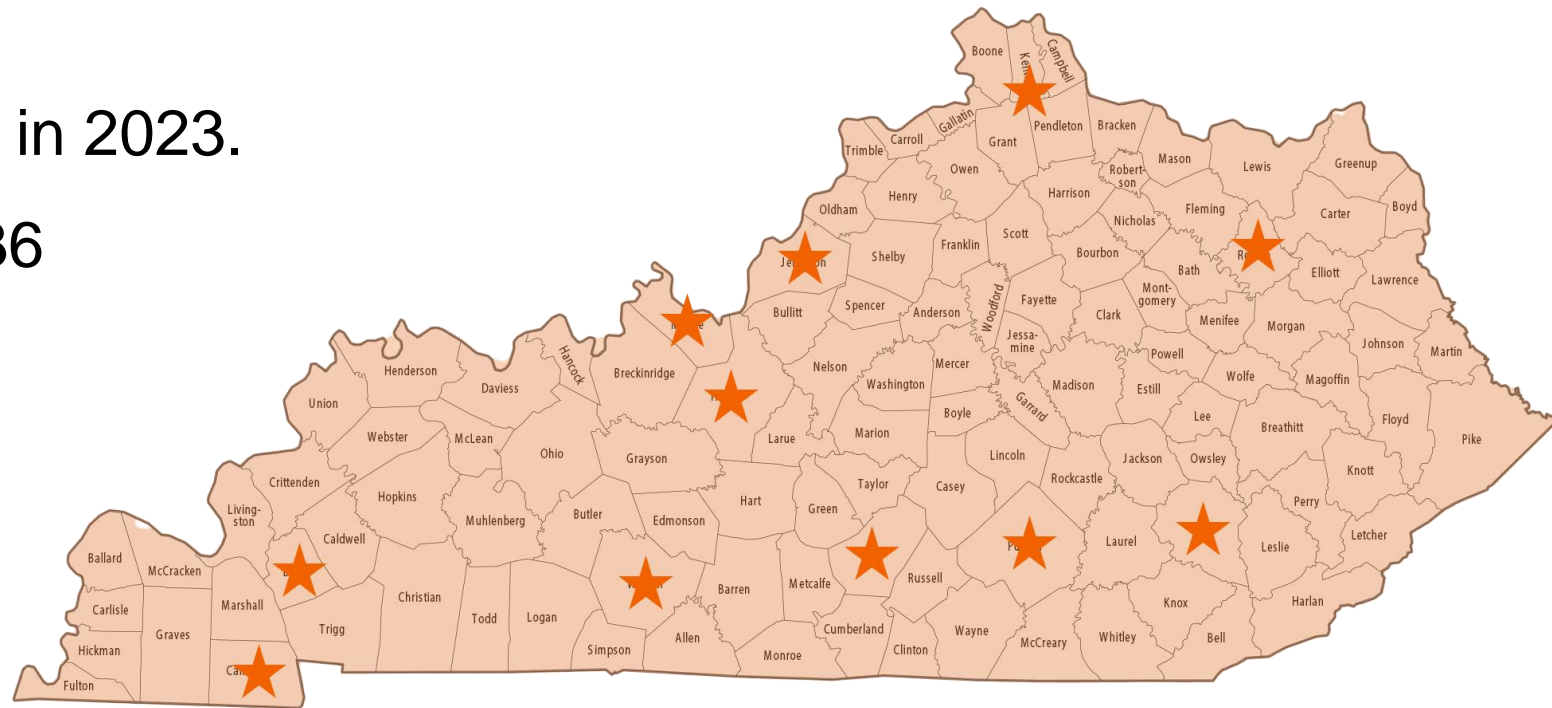
AUGUST 2022 – MARCH 2023



Description: Discussions about how Kentucky can fill workforce gaps through higher education and workforce partnerships.

Number of stops: 8 in 2022, 2 in 2023.

Number of group meetings: 36





HIGHER ED MATTERS NEWSLETTER

JAN. 2022 – PRESENT



Description: Monthly newsletter sent to government, higher education and general audiences, which features the latest news of the Council and the institutions.

Number of editions: 13

New content: 12 president's messages, 16 stories

Number of subscribers: 4,500

Average open rate: 30%

Exceeds benchmark: Yes



President's Message: Workforce shortages, nontraditional learners, P-16 partnerships take center stage



Learn about CPE's focus areas for 2023, which are guided by hundreds of hours of conversations with educators, state officials, students and business leaders as well as quantitative data on the state's progress toward our education attainment goals. [Read more>>](#)

Bachelor's degrees in Kentucky flat while graduate degrees are on the rise, new report shows



A new CPE report shows that total degrees and credentials grew slightly in 2021-22, while bachelor's degrees declined and graduate-level degrees made impressive gains. See our breakdown of the numbers and read the full report. [Learn more>>](#)



Council on Postsecondary Education elects leadership

Meet the newly elected 2023 Council on Postsecondary Education chair and vice chair. [Read more>>](#)



CPE NEWS RELEASES

JAN. 2022 TO PRESENT



NEWS RELEASE

Release Date: Feb. 23, 2023
Contact: Sue Patrick
Phone: 502-892-3051
Sue.Patrick@ky.gov

FAFSA bill is key to college enrollment and affordability

(FRANKFORT, Ky.) -- This Financial Aid Awareness Month, the Kentucky Council on Postsecondary Education is emphasizing the importance of the Free Application for Federal Student Aid, or FAFSA, to keeping college affordable for Kentuckians.

The FAFSA is how students obtain federal and state financial aid for college. However, only 55% of Kentucky's high school class of 2021 completed their FAFSA, leaving \$54.4 million in Pell Grant aid unclaimed.

A [bill](#) introduced into the Kentucky General Assembly this month would help address the commonwealth's FAFSA completion rates by requiring high school students to fill out the FAFSA before they can graduate. In addition to the graduation requirement, the bill provides waiver options for meeting the requirement and requires local boards of education to develop policies and procedures to assist students in completing the requirement. The bill also requires reporting requirements.

"House Bill 171 would give every Kentucky student the opportunity to understand their financial aid options so they can make informed choices about furthering their education," said CPE President Aaron Thompson. "The FAFSA asks students and their families to provide basic information to determine their eligibility for federal and state aid, as well as other scholarships, that can make the difference in whether someone chooses to attend college."

Description: News stories sent to media, legislators, government officials, campus leaders and other subscribers.

- **Number of releases sent: 59**
- **Distribution: 2,800**
- **Average open rate: 25%**
- **Exceeds benchmark: Yes**



EMPLOYEE BRAND TRAINING

DEC. 2022



Description: All employees were trained on how to use the CPE brand and provided resources, messages to increase the impact of their communications and to associate their work with the CPE.

Including:

- Templates, branding guide and messaging.
- New policies and procedures to ensure all communications are professional and on-message.





HIGHER ED MATTERS INFOGRAPHICS

JAN. 2022 – PRESENT



Description: The “Infographic of the Week” is distributed within the News Clips email newsletter and on social media every Thursday.

Majority of US adults believe there should be a stronger bridge between college and career



#KYHigherEdMatters

Based on a survey of 500 US adults between the ages of 18-26. Source: Professional Apprenticeships: Defining a New Way to Train and Hire for Today's Employers. Multiverse. 2022.

Nine out of 10 Kentucky undergraduate health credentials awarded to females

Based on 2021-22 undergraduate credentials earned from KCTCS, four-year public and AIKCU institutions



Distribution:

- 2,100 subscribers (not counting CPE staff) to News Clips.
- 7,500 followers on social media (not counting President Thompson’s personal Facebook account).



HIGHER ED MATTERS PODCAST

MAY 2022 – PRESENT



Description: Dr. Rick W. Smith Sr. and guests discuss how higher education impacts every aspect of our lives - from the economy to our health to civic engagement and community development.

- **Number of episodes:** 15
- **Listens:** Average 50 listens per episode.
- **Where:** Access on all major podcast streaming services





Description: Agency website at cpe.ky.gov

- **Average users:** 7,000 monthly
- **Average visits:** 10,000 monthly
- **Monthly average usage growth rate:** 6%



CPE SOCIAL MEDIA



Description: Social media presence to spread the “Higher education matters” message, as well as promote the work of the Council, its President and its units.

Number of followers:

CPE

Twitter: 2,500

Facebook: 1,200

LinkedIn: 1,100

President Thompson

Twitter: 2,800

Facebook: 3,600

LinkedIn: 5,500





COMMUNICATIONS STRATEGIES OUTCOMES



- Our engagement rates for newsletters and news releases **far exceeds** the benchmark for government organizations.
- Our news releases or infographics often **are the catalyst** for media stories and interviews.
- Our social media engagement rates (likes, comments, shares) **greatly exceed** the benchmarks for government and higher education.





STATE-LEVEL STRATEGIES



Build support for greater investment in postsecondary education.

- 11a. Communicate higher education's return on investment and the need for increased state and federal support.
- 11b. Seek funding from foundations and other external sources to support Strategic Agenda priorities.





LEGISLATIVE ADVOCACY

- Testimony on key bills.
- Personal meetings with legislators.
- Strategy meetings with presidents and BULLS.
- Ongoing daily interactions with constituents.

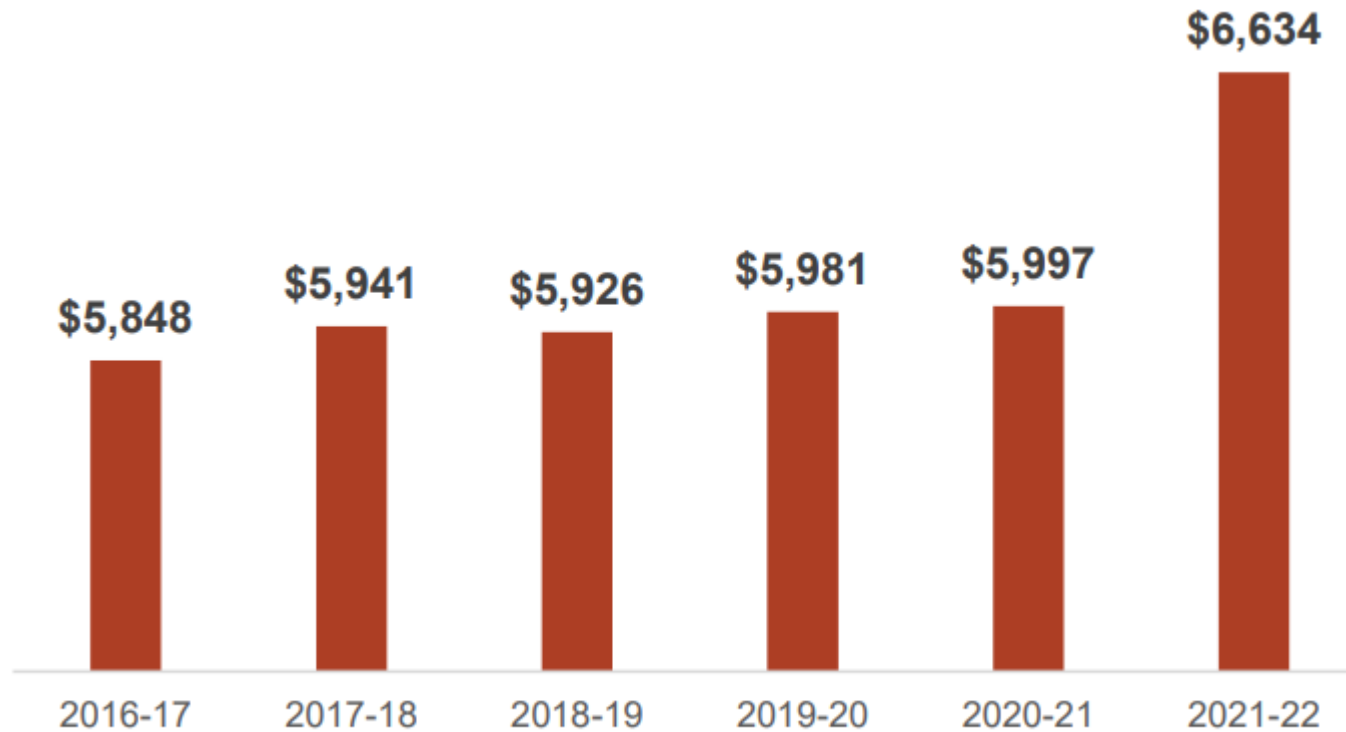




STATE GENERAL FUND APPROPRIATIONS



Percent change in net general fund appropriations for full-time equivalent students, excluding state financial aid or state monies for debt service.



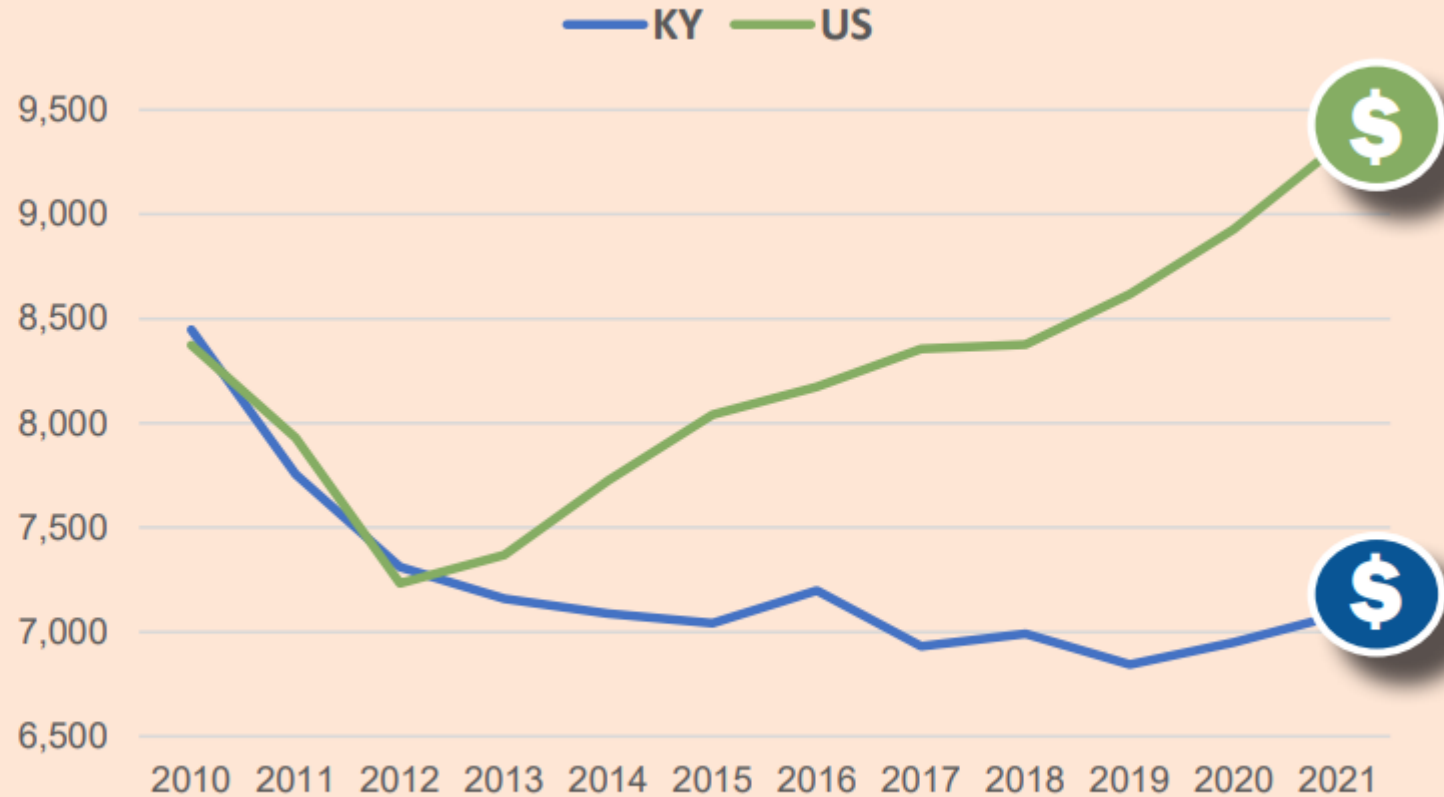
Source: Kentucky Postsecondary Education Data System (KPEDS)



STATE HIGHER ED FUNDING OVER TIME



Because colleges and universities can raise revenue by increasing tuition, higher education faces some of the steepest cuts when state budgets are tight. Higher education funding per full-time equivalent student fell dramatically during the Great Recession of 2008, but by 2012, most states had begun reinvesting in higher education. However, Kentucky's funding per FTE continued to fall and has just started to rebound in the last couple of years.



Source: SHEEO, "State Higher Education Finance Report," 2021.



EASTERN KENTUCKY UNIVERSITY

2022

GRADUATION BY THE NUMBERS



3.42

ACHIEVEMENT

EKU students graduate with an average GPA of 3.42.



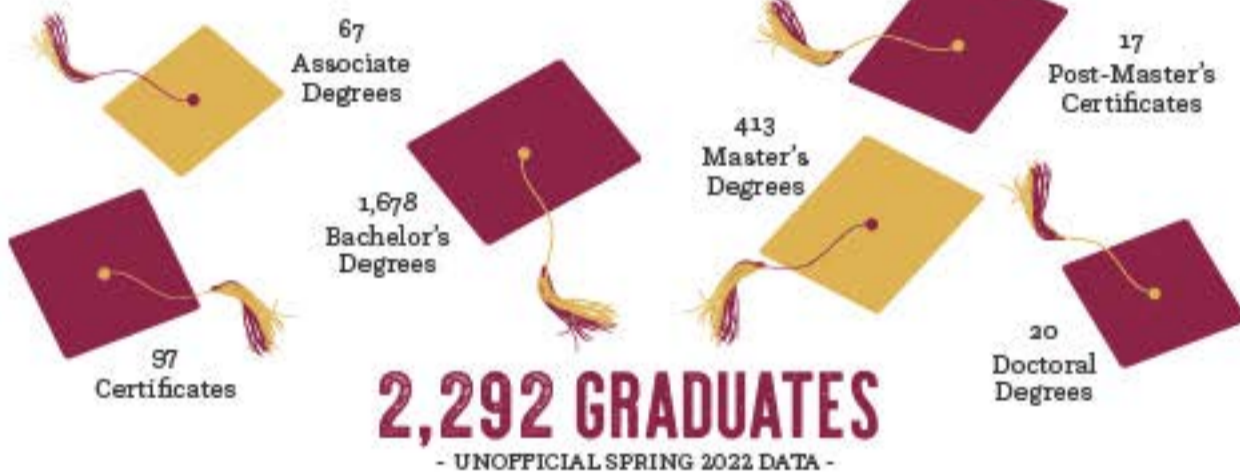
PELL RECIPIENTS

42% of this year's graduating class were Pell recipients or Pell eligible.



KY'S UNIVERSITY

3 years after graduation, 62% of EKU bachelor's grads are employed in Kentucky.



DIVERSE

EKU's class of 2022 hail from 12 countries, 46 states and 104 Kentucky counties. They range in age from 18 to 79.



EMPLOYMENT

6 months after graduation, 77% of EKU graduates are employed full time, 59% within their field of study.



EARNINGS

6 months after graduation, EKU graduates earn an average of \$50,000.



1

FIRST GENERATION

36% of EKU's class of 2022 are the first in their family to attain a higher education degree.



SATISFACTION

6 months after graduation, 94% of EKU graduates report being satisfied with their career choice.

TOP DEGREES AWARDED



OCCUPATIONAL SCIENCE



SOCIAL WORK



CRIMINAL JUSTICE



PSYCHOLOGY



NURSING